U.S. Army Human Capital Enterprise (HCE) ARFORGEN Data Management, Correlation, Integration and Synchronization Analysis

By

Bering Straits Logistics Service

For

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The views, opinions, and findings contained in this report are a synthesis of previously published US Army requirements and future capabilities required for human capital management. Interpretations made as to the full extent of the gaps between current capability (2011) and future required capabilities (2020 and beyond) were made by the author(s) and should not be construed as an official Department of the Army position, policy or decision, unless otherwise identified in the report as authoritative. This document is approved for public release: distribution unlimited.

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14. ABSTRACT

HQDA G8 funded study to conduct a Capabilities Based Assessment to determine gaps between current capability (2011) and future required capabilities (2020 and beyond) required for human capital management. DOTM/mLPF gaps were identified across the Army Human Capital management structure preventing an enterprise approach to personnel management. Functional Area Analysis identified 56 gaps and 220 standard sets. The Functional Needs Analysis identified 223 capability gaps of which 36 were recommended immediate follow on work. The research team and Army SMEs prioritized the gaps and the top ten gaps formed the basis for the Functional Solutions Analysis. The study was completed primarily with in depth literature Analysis, SME interviews, and senior leadership guidance (both written and oral). Network analysis was conducted using Bayesian Inference to demonstrate the complexity and strength of the inter-relationships between HR data systems and the military organizations military organizations that use (and support) the systems. In time, the Army Integrated Personnel and Pay System may reduce the number of HR systems while in the near term new HR organizational design and data tools using cloud computing could help resolve gaps identified.

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Donald C. Tison

ABSTRACT

HQDA G8 funded this study to conduct a Capabilities Based Assessment to determine gaps between current capability (2011) and future required capabilities (2020 and beyond) required for human capital management. DOTM/mLPF gaps were identified across the Army Human Capital management structure preventing an enterprise approach to personnel management. Functional Area Analysis identified 56 gaps and 220 standard sets. The Functional Needs Analysis identified 223 capability gaps of which 36 were recommended immediate follow on work. The research team and Army SMEs prioritized the gaps and the top ten gaps formed the basis for the Functional Solutions Analysis. The study was completed primarily with in depth literature Analysis, SME interviews, and senior leadership guidance (both written and oral). Network analysis was conducted using Bayesian inference to demonstrate the complexity and strength of the inter-relationships between HR data systems and the military organizations military organizations that use (and support) the systems. In time, the Army Integrated Personnel and Pay System may reduce the number of HR systems while in the near term new HR organizational design and data tools using cloud computing could help resolve gaps identified.

I. INTRODUCTION

a. Statement of the Problem

Within the U.S. Army Human Capital Enterprise (HCE), the numerous automated systems do not all communicate with each other and share data. For example, when a soldier is classified as "non-deployable" for medical reasons, a medical staff has to enter this data into four different systems to ensure that it reaches all necessary organizations. Another issue is that pertinent information does not always follow a soldier from one assignment to another, requiring reentry of data or possibly a loss of visibility of the information. Finally, there is no way to obtain a reliable Common Operating Picture (COP) across the HCE to inform and support leadership in course of action analysis, development, or rapid decision-making. Given this, we borrow our problem statement as purported in the 2009 Army Campaign Plan (ACP):

> **There exist inefficient processes across the HCE domain of data management, integration, synchronization that are not properly aligned to deliver inputs to the Army Force generation (ARFORGEN) process.**

To validate this problem statement, we began with a literature view and present it below.

b. Literature Review

In conducting this research, we performed a preliminary review of the 2009 ACP, Army Operating Concept 2016-2028, TRADOC Pam 525-3-1, and The Human Dimension Initial Capability

Document (ICD) (v1.4, 10 Aug 2010), in addition to core Capability Based Assessment (CBA) documentation. We summarize the major literature here.

The 2009 ACP explicitly states that "…the Generating Force is not properly aligned to efficiently and effectively deliver inputs to the ARFORGEN process"; and Campaign Objective #8 (Transforming the Generating Force) seeks to ensure the Generating Force's processes, policies, and procedures enable full implementation of the ARFORGEN process.

An assumption of the Army Operating Concept 2016-2028, TRADOC Pam 525-3-1, is that the Army will continue to use a force management model that relies on unit replacement and cyclical readiness to govern the training, deployment, and reset of its operational forces. Moreover, to build an operationally adaptable Army capable of decentralized mission command it is essential that the Army synchronize the readiness and deployment cycles of corps, divisions, and brigades to build cohesive teams, mentor subordinate leaders, and establish the necessary level of trust.

The Human Dimension ICD identifies twenty-five needed capabilities to understand, measure and utilize the cognitive, physical and social components of Soldier, leader and small unit development and performance essential to raise, prepare and employ the Army in full spectrum operations. The following capabilities relate to this Initial Capability Document Team's (ICDT) scope of work: 1) describing Global Force Management, 2) Force Preparation, and 3) Personnel Management Joint Capability Areas. These required capabilities improve the Army's ability to man the force with the right Soldier, at the right time, with the right skills, to the right unit.

c. Study Overview

This JCIDS study was a formalized Department of Defense (DoD) procedure that defines acquisition requirements and evaluation criteria for future defense programs. It is intended to guide the development of requirements for future acquisition systems to reflect the needs of the Army, Navy, Marines, and Air Force by focusing the requirements generation process on needed capabilities. In this study, we attempted to follow the guidance of TRADOC's Army Capabilities and Integration Center's CBA Guide where it is a structured, three-phased process, where include a Functional Area Analysis (FAA), a Functional Needs Analysis (FNA), and the Functional Solutions Analysis (FSA). Together they capture the required capabilities (RC) from conceptual documents, identify the tasks, conditions, and standards related to the execution of selected RCs, and perform an assessment of whether the current/programmed force can accomplish tasks to standards or if there are capability gaps. Finally, it assesses potential approaches and provides recommendations for addressing the gaps with first, non-materiel, and then materiel approaches, to mitigate identified gaps determined to pose an unacceptable risk to the force. During this section, we summarize an overview of the study to include goals, objectives, intended applications, scope, purpose, assumptions, and desired outcome.

1. Goals. To decompose the eight HR functions across the HCE to determine constraints that prevented the command and supporting elements from "seeing themselves" using a COP.

2. Objective. To define the capabilities required for the HCE to provide synchronization and predictive decision support analysis. The long-term objective was to integrate and synchronize the systems within the HCE to eliminate multiple entries of the same data, provide visibility of data to all stakeholders, and set the stage to develop a tool that will provide a COP using near real-time data that can also be used to run "what if" scenarios for COA analysis. Achieving these objectives would reduce costs by increasing efficiency while also providing better service to soldiers, managers, and leaders.

3. Intended Application. The results of this study were to gain Army Requirements Oversight Council and Manning Program Evaluation Group funding approval to implement Doctrine, Organization, Training, Materiel/non-material, Leadership and education, Personnel, and Facilities (DOTM/mLPF) change recommendations.

4. Scope. To identify the required capabilities, assess gaps, and develop solutions synchronizing the HCE data components required to recruit, train, promote, and assign personnel in ARFORGEN and other Army active, Army Reserve and Army National Guard units. The desired end state was a CBA, ICD, and, if required a DOTMLPF Change Recommendation (DCR) that: 1) analyzed the impacts of force structure, inventory, and policy changes before decisions are made, 2) identified solutions to track current and future Soldiers in the accessions process queue, 3) tracked how the HCE synchronized Professional Military Education (PME) to support ARFORGEN manning requirements, 4) predict future personnel shortfalls in the operating and generating force and conducts personnel fill trade-off analysis, 5) track how the HCE was providing Soldiers to Army units while meeting ARFORGEN unit fill requirements and displays how units are built over their lifecycle, 6) provide senior Army leaders with a real-time, automated and integrated COP of the assignment flow to Army units, 7) handle forecasted and un-forecasted personnel requirements, and 8) identify choke points related to future demand (unit requirements), training base constraints, and the projected assignment pipeline.

5. Desired Outcome. To provide the Army with: 1) documented capabilities required for integrated

synchronization and predictive modeling of current and projected human capital operation plans on ARFORGEN units and the rest of the Army. 2) an HCE-wide approach to identify changes needed to enhance the automated monitoring and synchronization of acquiring, developing, and assigning Soldiers to Army organizations. 3) solutions to bring together overall Army HCE processes within an ARFORGEN construct and identify required data, information exchanges, and information technology architecture that will facilitate ARFORGEN common operating picture development. 4) in the conduct of the CBA in recording an ICD for the HCE, determine if the FAA identified operational tasks, conditions and standards needed to accomplish objectives and if the FNA assessed as the ability of current and programmed capabilities to accomplish the tasks identified in the

a) FAA. Following the results of the FAA and FNA, conduct an FSA to determine a list of capability gaps to determine need-based solutions from an operational perspective across the DOTM/mLPF spectrum? Specifically, to determine the best materiel or combination of approaches to produce the best capability through: 1) non-materiel analysis, 2) materiel solutions, and 3) analysis of materiel approaches.

b) Assumptions. These included: 1) the Army ASA-MRA has developed and will provide the HCE Concept of Operations, 2) the Army ASA-MRA has developed prototype integrated synchronization and predictive modeling tools, 3) the Army ASA-MRA will ensure Army HCE Subject Matter Experts (SME) are available to the Data Management Integration and Synchronization (DNIS) team during JCIDS development process, 4) the Army ASA-MRA will ensure the Data Management, Integration, and Synchronization (DMIS) team can access Army and Joint knowledge area/portals and databases, 5) the Army ASA-MRA will ensure JCIDS products are staffed through HQ, TRADOC and HQ-DA assisted by DMIS , and 6) the Army ASA-MRA will request that TRADOC Army Capabilities Integration Center (ARCIC) assign an executive agency for final JCIDS product development.

II. METHODS

a. **Participants**. These includes the HCE, beginning with the HR lifecycle portfolio managers, HRC, USAAC, U.S. Army G-1, and the ASA-MRA, U.S. Army Forces Command (FORSCOM), and U.S. Army major commands.

b. **Procedure.** To perform a JCIDS study evaluating the five of the eight HR Lifecycle functions.

c. **Purpose.** The HCE DMIS team will: 1) Prepare a concept of operations describing the concept for manning the future Army, within an ARFORGEN construct. The concept of operations focuses on the HCE life-cycle functions of Structure, Acquire, Distribute, Develop, and Deploy which support individual and unit manning requirements. 2) Prepare a DMIS CBA to identify and document current and required capabilities needed to man the future force within an ARFORGEN construct. 3) Prepare a DMIS ICD; and as directed, suggest DCRs.

d. **Approach.** Conduct a CBA of DMIS tools required for five of the eight HR lifecycle functions: 1) Structure, 2) Acquire, 3) Develop, 4) Distribute and 5) Deploy.

e. **Project Tasks.**

Task 1. The following were specified tasks for this project:

1) Document requirements for integrated synchronization and predictive modeling tools of the HCE.

2) Use an HCE-wide approach to identify changes to:

    a) Enhance automated monitoring and synchronization of recruiting, training, and assigning.

    b) Met ARFORGEN demand-based process IAW Chief of Staff of the Army (CSA) manning guidance, dated 10 July 2008.

    c) Schedule Soldier assignments.

    d) Mitigate personnel shortages in the generating force.

3) Develop technical solutions to:

    a) Bring together Army HCE processes within an ARFORGEN construct.

    b) Identify data, information exchanges, and IT architecture.

    c) Facilitate an ARFORGEN common operating picture.

    d) Ensure product supports Army Business Architecture (ABA) responsibilities and JCIDS documentation.

    e) Reflects ABA courses of action to improve business processes.

    f) Enable leadership to better manage the Army manning process.

Task 2. Conduct a CBA including the following objectives:

1) Prepare to conduct a CBA.

2) Obtain Director, ARCIC approval to conduct the CBA.

3) Obtain CBA ICDT Charter approval.

4) Develop CBA Study-plan, analysis plan, and data management plan.

5) Develop and publish CBA schedule and conduct ICDT kickoff meeting.

Task 3. Conduct an FAA, with the following objectives:

1) Document HCE required capabilities.

2) Document HCE tasks supporting required capabilities.

3) Document conditions for each task.

4) Analyze, evaluate and incorporate relevant DoD Architecture Framework.

5) Document standards for each task / condition combination.

6) Prepare final FAA report and obtain ICDT Chair approval.

Task 4. Conduct a FNA, with the following objectives:

1) Identify current and programmed solutions to the required capabilities.

2) Establish and prioritize resulting gaps.

3) Prepare FNA report for review by accelerated capabilities development / Capabilities Development and Assessments and Dir, ARCIC.

4) Staff FNA report Army-wide.

5) Obtain Director, ARCIC approval and distribute to stakeholders.

Task 5. Conduct a FSA, with the following objectives:

1) Conduct ideas for non-materiel approaches analysis and develop list of solutions.

2) Conduct ideas for materiel approaches analysis and document solutions.

3) Conduct DOTM/mLFPF recommended solution approaches analysis.

4) Prepare FSA final report package and draft FSA report memo.

5) Staff FSA final report and fwd to ARCIC gatekeeper.

6) Document CBA results in ICD and DCR document.

7) Ensure CBA final report is forwarded to DTIC

8) Prepare final briefing that identifies documented requirements in JCIDS and funding and

resource needs in the Program Objective Memorandum (POM). The requirements of the ICD included:

a. Product of CBA.

b. Documents the requirement to resolve a specific capability gap or a set of capability gaps.

c. Supports the Milestone A acquisition decision. The requirements of the CBA included:

(1) Defined authoritative, measurable, and testable capabilities needed by warfighters.

(2) Supports the Milestone B acquisition decision.

(3) DOTM/mLPF Change Request.

(4) Change or introduce new DOTM/mLPF and policy resulting from experimentation, lessons learned, and CBA.

(5) Request additional existing commercial or non-developmental items previously produced or deployed

III. RESULTS

a. Preliminary discussion. Due to the inability to form the ICDT Charter, we conducted a Bayesian inference analysis to frame this study. We used HR portfolio manager data we obtained from Headquarters, Department of the Army G-1 to define the problem. These results suggested that across the HR Life-Cycle functions and report these weighted percentages in Figure 1. Panel A suggest the proportions of data usage in the Cross Functional area (22.9%), which is not a classical HR functional area, speaks to the nonlinear complexity of the universe of HR requirements. This complexity arose from the fact that there are over 450 server systems across 36 major US Army Stakeholders (the largest being HRC – 51.9% as denoted by Panel B). When we invoked IPPS-A as a future program of record, the HR Life-Cycle functions proportions of work shifted and the percentages of gaps grew from 8.07% to 44.9%, as illustrated in Panel C. The major inference drawn from this is evaluation is that the IPPS-A will not be a silver bullet fix to the HCE DMIS solution but may be a partial solution to the HRC gaps. Figure 1, Panels A-C reports the weighted percentages.

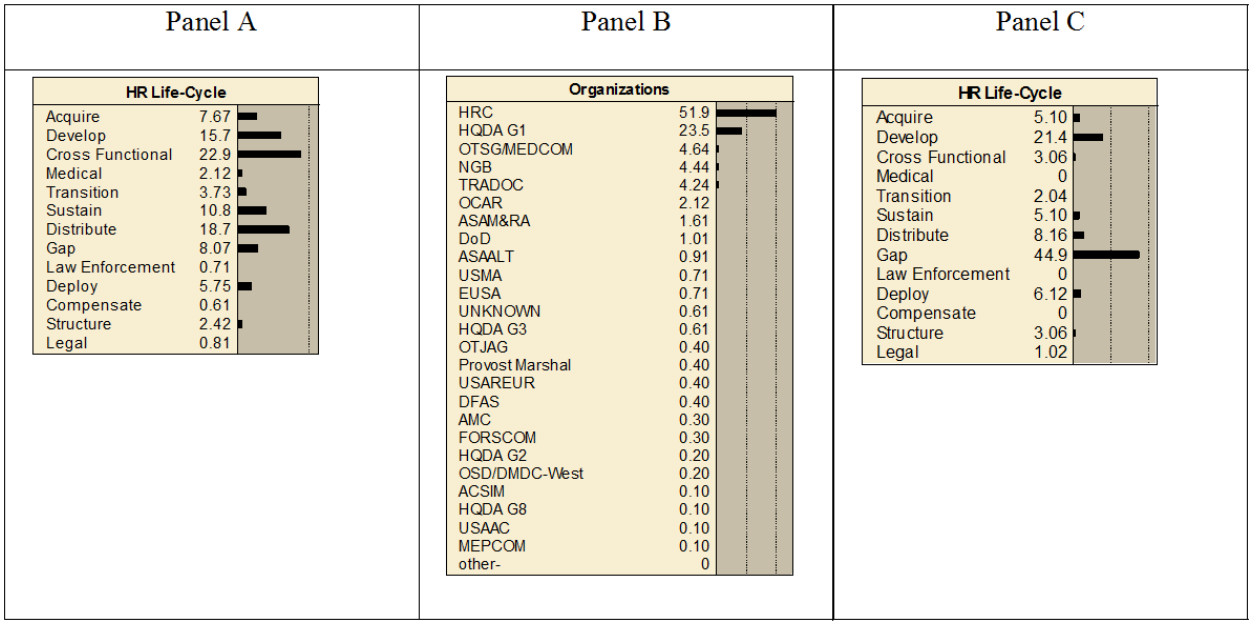

Figure 1: HR Life Cycle Functions (Panel A), Organizations (Panel B) and Future State (IPPS-A) being invoked (Panel C)

b. Data Analysis. For each of the FAA, FNA, and FSA, we framed our study through the essential military problem articulated by TRADOC Pam 525-3-7-01 as follows: 1) The ACP 2009 explicitly states that "…the Generating Force is not properly aligned to efficiently and effectively deliver inputs to the ARFORGEN process"; and ACP 2009 Campaign Objective #8 (*Transforming the Generating Force)* seeks to ensure the Generating Force's processes, policies, and procedures enable full implementation of the ARFORGEN process, 2) An assumption of the *Army Operating Concept 2016-2028*, TRADOC Pam 525-3-1, is that the Army will continue to use a force management model that relies on unit replacement and cyclical readiness to govern the training, deployment, and reset of its operational forces. Moreover, to build an operationally adaptable Army capable of decentralized mission command it is essential that the Army synchronize the readiness and deployment cycles of corps, divisions, and brigades to build cohesive teams, mentor subordinate leaders, and establish the necessary level of trust, 3) synchronizing the arrival of Soldiers earlier in the Reset and Ready/Train cycles improves the ability for individual Soldiers, crews and units to train the required full spectrum operations Mission Essential Task List tasks. To conduct this analysis, we utilized the TRADOC Pam 525-37-01 and report the results of the FAA, FNA, and FSA below:

c. Purpose. The propose of the HCE DMIS CBA was to: 1) Identify capabilities needed to support development of a reporting, modeling and simulation tool to view Army units, individual Soldiers and Officers from accession thru retirement, 2) Graph ARFORGEN and HR Lifecycle data sources required to model flow through the accession process, Prepare a concept of operations to describe manning the future Army, within an ARFORGEN construct. The concept of operations focuses on the life-cycle functions of Structure, Acquire, Distribute, Develop, and Deploy which support individual and unit requirements, 4) Prepare a data management, integration, and synchronization CBA which will identify and document current and RECAPS needed to man the future force within an ARFORGEN construct, and 5) Prepare a data management, integration, and synchronization Initial Capabilities Document (ICD); and, as directed a DCR.

d. FAA Findings. The analysis team's effort identified 56 RECAPS for Army consideration and further

development. Two Hundred and Twenty task/standard sets were also identified using Army-standard reference documents (JUTL, AUTL, Mission Training Plans, etc), Army Enterprise and Portfolio management guidance (where available from participating agencies) and SME/professional military judgment (PMJ) of the analysis team members. Attribute terminology to derive task standards is taken directly from Army standard and approved definitions ; and the DA Office of Business Transformation, "Army Enterprise Performance Measurement Primer", version 7, 22 June 2010. These RECAPS appear to involve issues of proficiency, sufficiency or non-existent capabilities that may require further refinement in follow-on DCRs and/or an Analysis of Alternatives (AoA).

e. FNA Findings. The analysis team identified 223 Capability Gaps of which 36 are recommended for leadership consideration and potential development within the FSA through formal JCIDS Program-of-Record. The FNA Capability Gaps involve issues of proficiency, sufficiency or nonexistent capabilities that may require further refinement in follow-on DCRs and/or AoA.

f. FSA Findings. We modified the FSA and prioritized the top 36 gaps we identified in the FNA based on the severity of them not be fixed. We then took the top 10 of those 36 gaps and identified recommended solution sets. The way a heads is that the remaining 26 gaps be evaluated for solution sets. The following are the Top 10 Gaps that we identified in this study:

1. The Army lacks automated interfaces which support leader analytic DSS tools, network management and communications systems to pass data resulting in incomplete ARFORGEN scenario options in mission simulation systems.

2. The Army lacks an ability to monitor and fill unit fill assignments in line with ARFORGEN.

3. The Army requires the capability to provide commanders at all levels with Soldier compensation information, including pay, bonuses and special pay, as needed, without redundant data collection, to provide an HCE COP.

4. The Army requires the capability to view and track Soldiers transitioning between components in real time, without redundant data collection requirements, in order to provide an HCE COP

5. The Army lacks standardization of personnel data and transaction types to fully effect HR accountability and management.

6. The Army needs the ability to track and assess the impact of changes to Initial Military Training / Professional Military Education course length

7. The Department of the Army lacks JCIDS special processing methodologies to efficiently document and validate current and necessary supplementally funded and fielded capabilities and systems.

8. The Army lacks the ability to rapidly assess Soldiers to identify those that are likely to engage in high risk or self-destructive behaviors and track mitigation efforts

9. The Army must track all family members' information in real time, without redundant data collection requirements, an HCE COP throughout the soldier's service tenure.

10. There are no mandatory reviews or enforcement mechanisms ensuring that personnel management policies (when applied collectively) fully support ARFORGEN requirements; instead of inadvertently hampering unit readiness.

IV. DISCUSSION

a. What the Results Mean. In evaluating the results of this study, we have confirmed the assumption made by the 2009 Army Campaign Plan that there do exist inefficient processes across the HCE domain of DMIS that are not properly aligned to deliver inputs into the ARFORGEN process. To highlight this finding, the results of the Bayesian inference model that suggest that the HR life-cycle functions are not mutually exclusive or independent but are dependent in nature and flux when different major organizations contribute data into the DMIS

b. Study Lessons Learned. To properly conduct this study, it is imperative that the HCE conduct a cost benefit analysis to first determine feasibility and cost viability. In addition, IPPS-A may fix the U.S. Army Human Resource Command (USAHRC) DMIS, it does not appear to have the robustness of optimizing the HCE. One year after implementation of IPPS-A the requirements of this study need re-validated and the remaining gaps prioritized for solution analysis.

c. New Information. New information revealed in this study is the fact that there exist multiple contractors across the more than 450 server systems and 30 or so major organizations. These organizations have deliverable requirements that are independent from other HR HCE functions and contribute to the inefficiencies of the current DMIS model or operation. These are stove-piped processes that contribute to the inability of FORSCOM's requirement of near-real time data input for its ARFORGEN model.

d. Limitations. Because of the sheer number of agencies and organizations involved in the process, bringing the stakeholders together within the funding and time constraints of the study was not an Army priority. Many of the same players involved in fielding IPPS-A were supportive in this effort, but remained focused on the IPPS-A priority effort. All HCE stakeholders to include HR portfolio managers, the HQ-DA-G1, ASA-MRA, FORSCOM, USAAC, U.S. Army Recruiting Command (USAREC), U.S. Army Cadet Command (USACC), and HRC should participate in continuation of these analytical efforts ICW IPPS-A fielding.

e. New Questions. New questions include determining how effective the implementation of Cloud computing would be in restructuring the DMIS. Other major governmental organizations, to include INSCOM, have gone to the Cloud with remarkable success. In addition, Presidential guidance has also encouraged governmental organization to switch to the Cloud.

f. Constraints. The Army's operational constraint is the inability of FORSCOM to obtain timely HR information from the HCE to provide a predictive tool for their ARFORGEN model or resource management and usage model. Due to the operational constraints of the current collection of stove-pipe server systems, the cross-functional capability requirements of HR data management requires synchronization across each life-cycle function. Creating this synchronization will optimize the HR data flow to, within, and from the Generating and Operating Forces resulting in better handling of demand and fulfillment requirements. With the integration and synchronization of the systems it is also be possible to develop a tool to generate a COP to facilitate even more effective analysis and reliably informed decision-making.

V. CONCLUSIONS

During this study, we evaluated the HCE DMIS to determine capability gaps that were preventing the US Army from being able to optimizing its ability to deliver inputs into the ARFORGEN process, as suggested by the 2009 ACP. The primary deliverables included an FAA, FNA, and FSA. We were not

able to organize an ICDT due to a synchronization issues across the HCE. Therefore, our FAA, FNA, and FSA were modified as deliverables. In lieu of the ICDT, we conducted a Bayesian modeling of the HCE to determine that in the HR life-cycles functions were dependent and very inefficient across 450 server systems and 30 major organizations.

The results of the FAA identified 56 required capabilities (RECAPS) and 220 task/standard sets using Army-standard reference documents (Joint Universal Task List , Army Universal Task List, Mission Training Plans, etc), Army Enterprise and Portfolio management guidance (where available from participating agencies) and SME/PMJ of the analysis team members. These RECAPS appear to involve issues of proficiency, sufficiency or non-existent capabilities that may require further refinement in follow-on DCRs and/or AoA.

The results of the modified FNA identified 223 Capability Gaps of which 36 are recommended for leadership consideration and potential development within the FSA through formal JCIDS Program-of-Record. These capability gaps involved issues of proficiency, sufficiency or non-existent capabilities that may require further refinement in follow-on DCRs and/or AoA. The results of the prioritized the top 36 gaps identified in the FNA based on the severity of them not be fixed. We then took the top 10 of those 36 gaps and identified recommended solution sets. The way a heads is that the remaining 26 gaps be evaluated for solution sets.

VI. RECOMMENDATIONS

We suggest that this study become an initial capability document to be used to show the need for the continuation of the integration and synchronization of the HCE. Secondly, we suggest that the top 10 gaps, as identified in the modified FSA be staffed through the appropriate U.S. Army G-1 organization so a process can begin to mitigate these gaps. This would create a cost savings across the HCE through a reduction of personnel and server system requirements. Thirdly, we suggest that the HCE consider the use of Cloud Computing and minimize the IT foot print across the HCE. This would greatly enhance the efficiency of HCE information to FORCOM in synchronizing the predictive element of the ARFORGEN process. Due to the complexity of the HCE, which is framed by over 430 server systems and 30 major organizations, a cost benefit analysis is required to identify the stove-piped redundancies across each major command. Lastly, we suggest that formalized JCIDS project be initiated by the ASA-MRA that would begin with a cost based analysis and if feasible, the launching of an ICD/ICDT and follow on FAA,

APPENDICES

Appendix A: Functional Area Analysis

Appendix B: Functional Needs Analysis

Appendix C: Functional Solutions Analysis

DEPARTMENT OF THE ARMY

Center for Accessions Research

United States Army Accessions Command (USAAC)

Fort Knox, Kentucky 40121

[Unclassified]

Functional Area Analysis (FAA)

for Data Management Integration and Synchronization

Prepared by

Bering Strait Logistic Services and

Dynamics Research Corporation

January 11, 2011

Contract # W9124D-10-C-0033

DEPARTMENT OF THE ARMY

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United States Army Accessions Command (USAAC)

Fort Knox, Kentucky 40121

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Table of Content

1. Introduction

This FAA, **which is the first phase** of the Capabilities-Based Assessment (CBA) will identify the required capabilities (RECAPS), document enabling supporting tasks, document conditions for each task and document the standards for each task/condition combination forming objective metrics for each capability within the Human Capital Enterprise (HCE) Data Management, Integration, and Synchronization (DMIS) effort. The completed Capabilities-Based Assessment (CBA) will identify the RECAPS, assessed gaps, and recommended solutions synchronizing the HCE data components required to recruit, train, promote, and assign personnel within ARFORGEN and other Army active, Army Reserve and Army National Guard units. This CBA focuses on the structure, acquire, distribute, develop, and deploy data components of the personnel development system life cycle management functions. Objectively, the CBA document seeks to recommend doctrine, organization, training, materiel, personnel, facilities and policy (DOTMLPF-P) changes to Army processes and methodologies within the personnel life-cycle functions and also proposes capabilities to:

a. Forecast and analyze the impacts of force structure, inventory, and policy changes before decisions are made.

b. Model solutions to track current and future Soldiers in the accessions process queue.

c. Reduce the number of data inputs necessary to track how the HCE synchronizes Professional Military Education (PME) to support ARFORGEN manning requirements.

c. Graph and predict future personnel shortfalls in the operating and generating force and conducts personnel fill trade-off analysis.

d. Track how the HCE is providing Soldiers to Army units while meeting ARFORGEN unit fill requirements and displays how units are built over their lifecycle.

e. Provide senior Army leaders with the required capabilities for a real-time, automated and integrated common operating picture of the assignment flow to Army units.

f. Handle forecasted and un-forecasted personnel requirements.

g. Identify deficiencies and choke points related to future demand (unit requirements), training base constraints, and the projected assignment pipeline.

AUTHORITY. This Joint Capabilities Integration and Development System (JCIDS) study was approved by HQDA and resourced by the Army G-8 Studies program and began on 7 August 2010.

The USAAC G2/9 maintained overall sponsorship and accountability for the conduct of this effort.

2. Executive Summary

The HCE DMIS CBA was enacted to:

- Identify capabilities needed to support development of a reporting, modeling and simulation tool to view Army units, individual Soldiers and Officers from accession thru retirement.

- Graph Army Force Generation (ARFORGEN) and Human Resource Lifecycle data sources required to model flow through the accession process.

- Prepare a concept of operations to describe manning the future Army, within an ARFORGEN construct. The concept of operations focuses on the life-cycle functions of Structure, Acquire, Distribute, Develop, and Deploy which support individual and unit requirements.

- Prepare a data management, integration, and synchronization CBA which will identify and document current and RECAPS needed to man the future force within an ARFORGEN construct.

- Prepare a data management, integration, and synchronization Initial Capabilities Document (ICD); and, as directed a DOTMLPF Change Recommendation (DCR)

The essential military problem is articulated by U.S. Army Training and Doctrine Command (TRADOC) Pamphlet (Pam) 525-3-7-01 as follows:

a. The Army Campaign Plan (ACP) 2009 explicitly states that ―…the Generating Force is not properly aligned to efficiently and effectively deliver inputs to the Army Force Generation (ARFORGEN) process"; and ACP 2009 Campaign Objective #8 (*Transforming the Generating Force)* seeks to ensure the Generating Force's processes, policies, and procedures enable full implementation of the ARFORGEN process.

b. An assumption of the *Army Operating Concept 2016-2028,* TRADOC Pam 525-3-1, is that the Army will continue to use a force management model that relies on unit replacement and cyclical readiness to govern the training, deployment, and reset of its operational forces. Moreover, to build an operationally adaptable Army capable of decentralized mission command it is essential that the Army synchronize the readiness and deployment cycles of corps, divisions, and brigades to build cohesive teams, mentor subordinate leaders, and establish the necessary level of trust.

c. Synchronizing the arrival of Soldiers earlier in the Reset and Ready/Train cycles improves the ability for individual Soldiers, crews and units to train the required full spectrum operations (FSO) Mission Essential Task List tasks

FAA Findings

General. The analysis team's effort identified 56 RECAPS for Army consideration and further development. Two Hundred and Twenty task and Six Hundred and Eighty standard sets were also identified using Army-standard reference documents (JUTL, AUTL, Mission Training Plans, etc), Army Enterprise and Portfolio management guidance (where available from participating agencies) and subject matter expertise/professional military judgment (SME/PMJ) of the analysis team members. With an additional eight Capabilities and eleven task that are FORSCOM specific. Attribute

terminology to derive task standards is taken directly from Army standard and approved definitions ; as well as the DA Office of Business Transformation, –Army Enterprise Performance Measurement Primer", version 7, 22 June 2010. These RECAPS appear to involve issues of proficiency, sufficiency or non-existent capabilities that may require further refinement in follow-on DCRs and/or Analysis of Alternatives (AoA).

3. Concept Summary

Scope of CBA. The HCE DMIS analysis team sought to identify the RECAPS, assess gaps, and develop solutions synchronizing the HCE data components required to recruit, train, promote, and assign personnel in ARFORGEN and other Army active, Army Reserve and Army National Guard units. The desired end state is a CBA, ICD, and, if required a DCR that:

(1) Analyzes the impacts of force structure, inventory, and policy changes before decisions are made.

(2) Identifies solutions to track current and future Soldiers in the accessions process queue.

(3) Tracks how the HCE synchronizes Professional Military Education (PME) to support ARFORGEN manning requirements.

(4) Predicts future personnel shortfalls in the operating and generating force and conducts personnel fill trade-off analysis.

(5) Tracks how the HCE is providing Soldiers to Army units while meeting ARFORGEN unit fill requirements and displays how units are built over their lifecycle.

(6) Provides senior Army leaders with a real-time, automated and integrated common operating picture of the assignment flow to Army units.

(7) Handles forecasted and un-forecasted personnel requirements.

(8) Identifies choke points related to future demand (unit requirements), training base constraints, and the projected assignment pipeline.

HCE Data Management, Integration, and Synchronization analysis team

Mission: To provide DOTLMPF solution approaches which furnish members of the HCE with integration and synchronization capabilities needed to structure, acquire, distribute, develop and deploy personnel to Army active and Reserve components within an ARFORGEN construct.

Scope of Responsibilities: The analysis team will:

(1) Conduct a CBA of the structure, acquire, distribute, develop, and deploy data components of the personnel development system life cycle management functions IAW the schedule in paragraph 4.

(2) Document the results in an ICD and DCR used to support Program Objective Memorandum (POM) efforts for future resources.

(3) Leverage the Human Dimension ICD, IAW paragraph 4 (i), as a knowledge opportunity to inform this effort.

(4) Identify existing and proposed HCE support tools/models, their capabilities, linkages and system architecture, pertinent enterprise task/condition/standards, and, PME requirements.

Deliverables: The analysis team, under direction of the USAAC G2/9 will accomplish its deliverables in sequential phases:

Phase I – Prepare to Conduct CBA:
(Concludes on or about 17 SEP 2010)

- Obtain Director, ARCIC approval to conduct the CBA (no approval as of 11 Jan 2011)
- Obtain CBA ICDT Charter approval (no approved Charter as of 11 Jan 2011)
- Develop CBA Study Plan, Analysis Plan, and Data Management Plan
- Develop and publish CBA schedule and conduct USAAC G2/9 kickoff meeting
- Conduct a literature search to identify knowledge opportunities to inform the CBA process.

Phase II – Conduct Functional Area Analysis (FAA):
(Concludes on or about 11 JAN 2011)

- Document Data Management, Integration, and Synchronization RECAPS
- Document enabling supporting tasks
- Document conditions for each task
- Analyze, evaluate and incorporate relevant Army Architecture Framework
- Document standards for each task/condition combination forming objective metrics for the RECAPS
- Prepare final FAA report and obtain the USAAC G2/9 approval

Phase III – Conduct Functional Needs Analysis (FNA):
(Concludes on or about 16 FEB 2011)

- Identify current and programmed solutions to the RECAPS
- Establish gaps between required performance and current capabilities
- Identify risks of not addressing gaps and prioritize resulting gaps
- Identify gaps sufficiently important to address in follow-on FSA
- Prepare FNA report for review by USAAC G2/9
- Staff FNA report
- Prepare final FAA report and obtain the USAAC G2/9 approval

Phase IV – Conduct Functional Solution Analysis (FSA):
(Concludes on or about 16 MAR 2011)

- Identify ideas for non-materiel approaches analysis and develop list of solutions
- Identify ideas for materiel approaches analysis and document solutions
- Conduct DOTMLPF recommended solution analysis
- Prepare FSA final report package and draft FSA report memorandum
- Staff FSA final report (within analysis team authority to execute) and fwd to USAAC for review/approval and Army processing

Phase V – FSA Approval/Prepare ICD and DCR

(Concludes On or About 15 MAY 2011)

- Revise FSA with COR input
- FSA to USAAC Stakeholders
- Write CBA Brief
- Staff CBA Brief
- Draft CBA Brief
- Write ICD/DCR
- Staff ICD/DCR
- Revise & Submit CBA Final Report
- Ensure CBA final report is submitted to Defense Technical Information Center (DTIC).

4. Goals & Objectives. Define the requirements across the DOTLMPF-P for Army Human Capital synchronization and predictive decision support analysis. The Joint Capabilities Integration and Development System (JCIDS) process results will be used to gain Army Requirements Oversight Counsel (AROC) and Manning Program Evaluation Group funding approval to implement study recommendations within the following timeline:

- 01 Sep 2010: Study begins; Contractors onsite at the HRCoE.
- 01 Oct 2010: CBA prep complete.
- 11 Jan 2011: Functional Area Analysis complete.
- 11 Mar 2011: Functional Needs Analysis complete.
- 01 May 2011: Functional Solutions Analysis complete.
- 01 Jun 2011: ICD and DCR complete.

5. Study Methodology.

a. General. FAA information collection was derived from individual feedback from HCE data functional users (subject matter experts). CBA analysis team members are assigned to each of these personnel life-cycle functions (Structure, Acquire, Develop, Distribute, Sustain Transition and Compensate) and led participating functional users through the CBA process. Collaboration (as permitted by supporting agencies) occurred via telephone, email, and Army Knowledge Online (AKO) CBA collaboration folder. When multiple SMEs for a specific functional area existed, a Delphi technique was used to resolve any differences in individual feedback. Once initial input is derived for each step of the CBA process, the analysis team will consolidate the input and place that information on the AKO CBA collaboration folder for SME review across the functional areas. Upon completion of the components (e.g. Essential Elements of Analysis (EEA) A1-A4) of each of the CBA phases (FAA, FNA, FSA) a coordinating draft report will be placed on the AKO CBA collaboration folder for USAAC review.

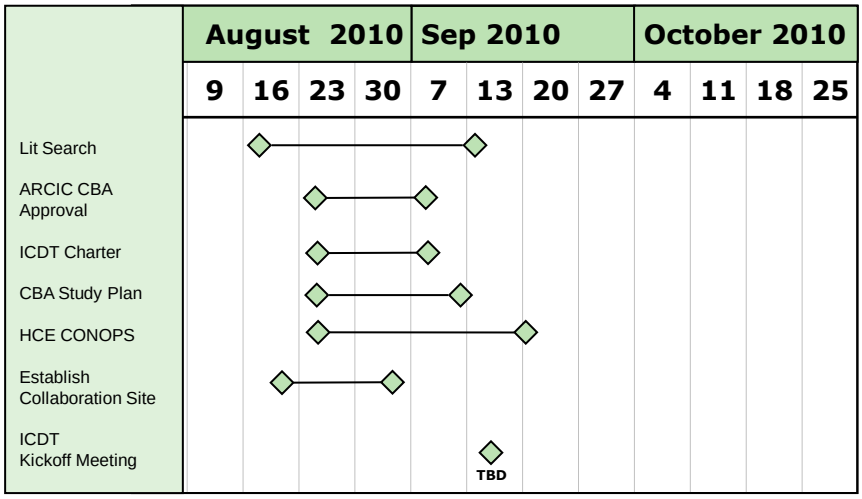
b. Limitations. Although the analysis team did prepare chartering documentation for this study effort, to this date there has not been a charter approval to establish/convene the necessary Integrated Capabilities Development Team (ICDT). Without official designation to conduct this work effort, many Army offices and agencies elected not to participate with this study's data collection and analysis undertaking. Analysis team members were successful in gaining limited support from several offices; however, information garnered was very compartmented at best and did not fully lend itself to

detailed data analysis. Because of the lack of open access to pertinent agencies, the analysis team was confined to open source data collection techniques via detailed Front End Analysis (FEA) methodologies. As a consequence, resultant information presented in the CBA sections may not be as complete or fully detailed as expected. For these reasons information gathered within this effort indicates the need for further detailed analysis.

c. FAA Analytical Approach.

(1) Phase I – Prepare to Conduct CBA. CBA preparation began with a detailed literature search to reveal previous HCE data management work and any other related information. A CBA collaboration site on AKO was established. The ICDT charter was drafted and - provided to USAAC for staffing and transmission to TRADOC ARCIC. The Human Capital Enterprise Data Management Concept of Operations was drafted to form the conceptual basis for the CBA. The Phase I Schedule was:

Prepare for CBA Schedule



(2) Phase II – Conduct Functional Area Analysis. The DMIS Study Plan Essential Elements of Analysis (EEA) were employed to drive and focus data collection efforts of the analysis team. Analysis team FEA actions, participating Portfolio members and available functional SMEs conducted informal coordination meetings to derive information and establish operational input. EEA focus and concomitant actions were:

(a) EEA A1. What are the data missions or functions the HCE users are expected to perform and under what conditions? Missions or functions the HCE users are expected to perform will be derived from the HCE Data Concept of Operations (CONOPS) and individual feedback from HCE data functional users (subject matter experts).

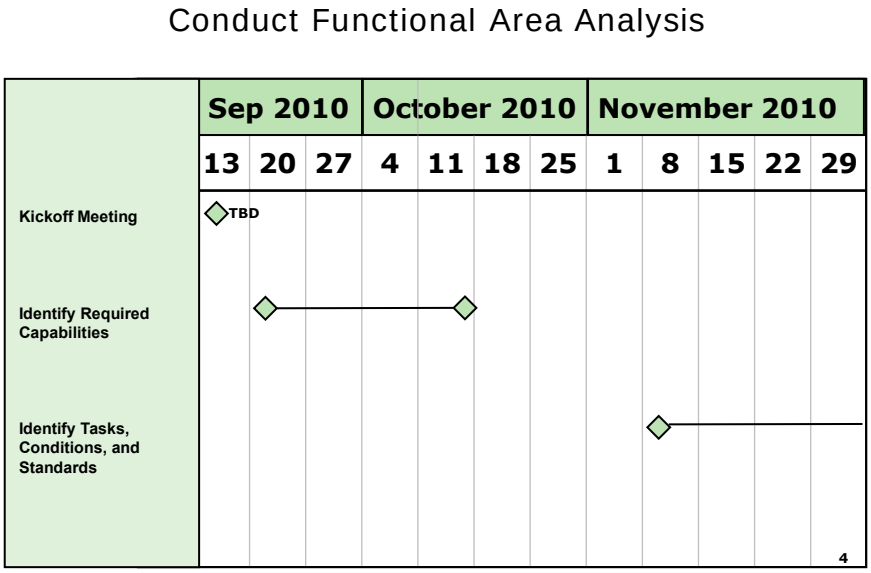
(b) EEA A2. What are the data flows and capabilities the HCE users must possess in order to perform these missions? RECAPS the HCE users are expected to perform will be derived from the HCE Data CONOPS and individual feedback from HCE data functional users (subject matter experts).

(c) EEA A3. What specific tasks enable the RECAPS? Tasks will be derived from the Universal Joint Task List/Army Universal Task List (UJTL/AUTL) or relevant Mission Training Plans

(MTP). Given many of the capabilities relate to the generating force (not included in the UJTL/AUTL/MTP) it is expected new tasks will also be developed. Tasks will be developed individually by functional users and the CBA team.

(d) EEA A4. What are the standards to which these tasks must be performed? Standards will be derived from the UJTL/AUTL/MTP when available. Adjustments to existing standards (to comply with the future CONOPS) or new standard development will be derived from individual feedback from HCE data functional users (subject matter experts).

The Phase II Schedule was:



6. FAA Findings

a. General. The analysis team's effort identified 56 RECAPS for Army consideration and further development. Associated conditions of 220 task/standard sets were also identified using Army-standard reference documents (JUTL, AUTL, Mission Training Plans, etc), Army Enterprise and Portfolio management guidance (where available from participating agencies) and subject matter expertise/professional military judgment (SME/PMJ) of the analysis team members. Attribute terminology to derive task standards is taken directly from Army standard and approved definitions (attached at Appendix B); as well as the DA Office of Business Transformation, "Army Enterprise Performance Measurement Primer", version 7, 22 June 2010. Further, these RECAPS appear to involve issues of proficiency, sufficiency or non-existent capability that may require further refinement in follow-on DCRs and/or AoAs. Future HCE capability development activities must identify and mitigate potential redundancies in respective programs, policies and systems.

An integral part of this FAA development was a detailed review of the Human Dimension Initial Capability Document (Draft Version 1.4, 10 August 2010) for applicability to this study effort. The HD CBA determined there were 45 capability gaps, encompassing 25 RECAPS. Of these, eight were identified as essential and pertinent to the HCE DMIS functional analysis. Because these RECAPS are

initially described and developed by the HD ICDT, they are not fully described here. These HD cross-over RECAPS are:

JCA Tier 3	HD ICD Required Capability
JCA 1.1.1	1. The Army requires a capability to monitor Soldier readiness in real time at all levels using accurate, timely personnel, training and medical data assembled from multiple systems of record into a single consolidated information source without redundant data entry to facilitate management of unit readiness.
JCA 1.1.1	2. The Army requires the capability to match Soldier and Leader quality and characteristics to the most appropriate Army MOS/Branch requirements.
JCA 1.2.3	8. The Army requires a capability to synchronize professional development training and schools with force manning requirements in order to simultaneously accomplish force RESET, CSA manning guidance, and Soldier professional development milestones.
JCA 1.2.3	9. The Army requires the capability to rapidly learn at the individual and organizational level to effectively anticipate and adjust to new requirements of the operating environment.
JCA 1.3.2	17. The Army requires accurate accessions requirements, expressed in quantifiable terms, to supply the right Soldier at the right time to support ARFORGEN and other Army manning requirements.
JCA 1.3.2	18. The Army requires the capability to access recruits and Soldiers based on cognitive, physical, medical, and social potential, and match potential to Army manning requirements.
JCA 1.3.2	19. The Army requires the capability to monitor unit leadership transitions following redeployment to ensure units maintain adequate leader-to-led ratios throughout the ARFORGEN RESET phase.
JCA 1.3.2	20. The Army requires the capability to achieve appropriate levels of unit manning and equipping necessary to fully leverage MRE collective events.

7. DMIS FAA Follow-On Actions. Following USAAC G2/9 approval of the DMIS FAA RECAPS development, JCIDS described following actions will be conducted:

a. Phase III – Conduct Functional Needs Analysis.

(1) Approach.

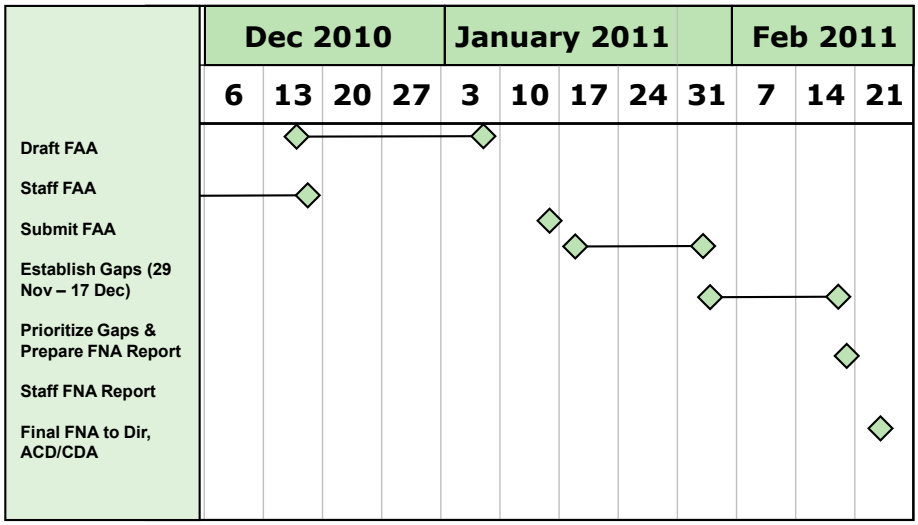
(a) EEA B1. What are the current or programmed resources available to perform the identified tasks? The core team will work with their functional counterparts (HRC, ARNG, TRADOC, USAAC, FORSCOM), Army G-8, Army G-6, and Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA(ALT)) to document current and programmed DOTLMPF solutions to required HCE data capabilities. Current and programmed solutions that affect several capabilities will also be identified.

(b) EEA B2. Which of the tasks can the HCE users not perform to standard under the given conditions with the current or programmed resources? The core team, again using individual input from their functional counterparts, will establish whether current and programmed solutions resolve the FAA required capabilites or whether a gap exists. Rationale establishing a gap and the cause of the gap (e.g, sufficiency, lack of existing capabilty) will be documented in the FAA-FNA worksheet.

(c) EEA B3. Which of the identified shortfalls expose the HCE users to the greatest risk of mission or function failure? The prioritized list of the gaps based on the operational risk they present will be developed from individual feedback from HCE data functional users (subject matter experts). The core team and functional users will identify the gap hazard (description of the conditions associated with a gap that have the potential to cause degradation or failure of the HCE data required capability); probability (the likelihood that the hazard will be encountered: unlikely, seldom, occasional, likely, frequent); and severity (the degree to which the hazard—if encountered—will impact mission capability: negligible, marginal, critical, catastrophic). Next, the risk assessment matrix discussed in Appendix I of the TRADOC CBA Guide version 3.1 will be used to establish the level of operational risk (low, medium, high, extremely high). The gap priority will be established from this information (again Appendix I of the TRADOC CBA Guide version 3.1) and then staffed with the functional users to confirm the derived rankings.

(2) Schedule.

Conduct Functional Needs Analysis



b. Phase IV – Conduct Functional Solution Analysis

(1) Approach.

(a) EEA C1. Which non-materiel (DOTLmPF) solution approaches mitigate the identified gaps (shortfalls)? The team, working with their functional counterparts, will develop a list of nonmaterial DOTLmPF solutions which includes exploration of alternative CONOPS and Policy, as well as approaches using current materiel in new quantities, in new ways, and with minor modification, etc., and record this analysis (Ideas for Non-Materiel Approaches (INMA)) in the INMA worksheet.

(b) EEA C2. Which materiel solutions mitigate the identified gaps? Should the non-materiel approaches not resolve the particular gap; the team will develop a list of materiel approaches to the gap. This analysis (Ideas for Materiel Approaches (IMA)) will be documented in the IMA worksheet.

(c) EEA C3. How do the identified solution approaches mitigate the gaps and can they be implemented? The team, working with their functional counterparts, will then combine the two approaches and evaluate and document these approaches using a DOTMLPF recommended solution approaches (RSA) analysis. This analysis will result in a prioritzed list of reasonable solutions to resolve the HCE capability gaps. This list will then be reviewed by all SMEs to share ideas and eliminate redundancies.

(d) EEA C4. What data resources do HCE users currently possess that are either not necessary or provide redundant capability? Based on the review of current, programmed, and new solutions, the core team will obtain individual feedback from HCE data functional users (subject matter experts) to determine if any resources are either not necessary or redundant.

8. Required Capability Task-Conditions-Standards Matrix.

See attachment

Appendix A – References

a. CJCSI 3170.01G, Joint Capabilities Integration and Development System, 1 Mar 2009.

b. AR 71-9, Warfighting Capabilities Determination, Materiel Requirements, 28 DEC 2009.

c. AR 25-1, Army Knowledge Management and Information Technology Management, 4 DEC 2008.

d. TRADOC Capability-Based Assessment (CBA) Guide, Version 3.1, 10 MAY 2010

e. TRADOC Regulation 71-20, Concept Development, Experimentation, and Requirements Determination, 4 FEB 2010.

f. Department of the Army Memorandum, Army Knowledge Guidance Memorandum Number 1, 8 Aug 2001.

g. TRADOC Pamphlet 525-3-7-01, The U.S. Army Study of the Human Dimension In The Future 2015-2024, 1 April 2008

h. TRADOC Pamphlet 525-3-7, The U.S. Army Concept For The Human Dimension In Full Spectrum Operations – 2015-2024, 11 June 2008.

i. TRADOC Initial Capabilities Document (ICD) U.S. Army Human Dimension, DRAFT Version 1.4, 10 August 2010.

j. Center for Accessions Research U.S. Army Accessions Command, *Army Force Generation (ARFORGEN) and Human Resource Lifecycle Analytical and Operational Effectiveness Data Availability Roadmap* (DRAFT), by Battelle/Dynamics Research Corporation, Contract No. W911NF-07-D-0001TCN 08-153, 17 December 2008

k. Joint Chiefs of Staff, Global Force Management Data Initiative (GFM DI), Concept of Operations (CONOPS), 16 April 2007

l. Joint Chiefs of Staff, Capability Development Document (CDD) For Global Force Management Data Initiative, 20 August 2007

m. DA Office of Business Transformation, Army Enterprise Performance Measurement Primer, version 7.0, 22 June 2010

Appendix B – Glossary

Acronym	Definition
AAC	Army Accessions Command
AC	Active Component
ACEP	Army Center for Enhanced Performance
ACFL	Army Culture and Foreign Language
ACPME	Army Center for Professional Military Education
ALC	Army Learning Concept
ALDS	Army Leader Development Strategy
AMA	Analysis of Materiel/Non-Materiel Approaches
AMEDD	Army Medical Department
AoA	Analysis of Alternatives
APFRI	Army Physical Fitness Research Institute
AR	Army Regulation
ARCIC	Army Capabilities Integration Center
ARFORGEN	Army Force Generation
ARI	Army Research Institute
ARL	Army Research Laboratory
ARNG	Army Reserve/National Guard
ASA	Assistant Secretary of the Army
ASER	Army Suicide Event Report
AUTL	Army Universal Task List
BCBL	Battle Command Battle Laboratory
BCKS	Battle Command Knowledge System
BoD	Board of Directors
CAC	Combined Arms Center
CALL	Center for Army Lessons Learned
CBA	Capabilities-Based Assessment
CCH	Chief of Chaplains
CDD	Capability Development Document
CDID	Capability Development and Integration Directorate
CES	Civilian Education System
CG	Commanding General
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCSM	Chairman of the Joint Chiefs of Staff Manual
COA	Course of Action
COBP	Code of Best Practice
COIN	Counter Insurgency
CoP	Community of Practice

CPD	Capability Production Document
CPS	Cognitive, Physical, Social
CSF	Comprehensive Soldier Fitness
DA G-1	Department of the Army Level G-1
DAMO-CIC	Department of the Army, G3/5/7 Future Warfighters Capabilities Division
DARPA	Defense Advanced Research Projects Agency
DCR	DOTMLPF-P Change Recommendation
DCS	Deputy Chief of Staff
DL	Distance Learning
DoD	Department of Defense
DoDAF	Department of Defense Architecture Framework
DoC	Department of Commerce
DoJ	Department of Justice
DoL	Department of Labor
DoS	Department of State
DoT	Department of Transportation
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy
DTMS	Document Tracking and Management System
EEM	Enhanced Enlistment Eligibility
FAA	Functional Area Analysis
FITE	Future Immersive Training Environment
FM	Field Manual
FNA	Functional Needs Analysis
FORSCOM	Army Forces Command
FSA	Functional Solution Analysis
FSO	Full Spectrum Operations
FY	Fiscal Year
FYDP	Five Year Defense Program
GAT	Global Assessment Tool
GF	Generating Force
HC	Human Capital
HCCoE	Human Capital Center of Excellence
HCE	Human Capital Enterprise
HCM	Human Capital Management
HCS	Human Capital Strategy
HD	Human Dimension
HQDA	Headquarters, Department of The Army
HR	Human Resources
HRC	Human Resources Command
HRIS	Human Resources Information System
ICD	Initial Capabilities Document
ICDT	Integrated Capabilities Development Team
ICT	Integrated Concept Team
IET	Initial Entry Training
IMA	Ideas for Materiel Approaches
IMCOM	Installation Management Command

IMT	Initial Military Training
INCOPD	Institute for Non-Commissioned Officer Professional Development
INMA	Ideas for Non-Materiel Approaches
IT	Information Technology
IW	Irregular Warfare
JCA	Joint Capability Areas
JCIDS	Joint Capability Integration Development System
JCD	Joint Capabilities Document
JCTD	Joint Capabilities Technology Demonstration
JFCOM	Joint Forces Command
JIIM	Joint, Interagency, International, Multinational
JTF-N	Joint Task Force-North
JP	Joint Publication
JTCOIC	Joint Training Counter-Improvised Explosive Device Operations Integration Center
K/S/A	Knowledge/Skills/Abilities
LNO	Liaison Officer
LVC	Live Virtual & Constructive
MANPRINT	Manpower Personnel Integration Program
MC	Monte Carlo Simulation
MCO	Major Combat Operation
MDEP	Management Decision Packages
MOA	Memorandum of Agreement
MOS	Military Occupational Specialty
MRE	Mission Rehearsal Exercise
MRMC	Medical Research and Materiel Command
NCO	Non-Commissioned Officer
NSRDEC	Natick Soldier Research Development and Engineering Center
OPMS	Officer Personnel Management System
OV	Operational View
Pam	Pamphlet
PCA	Principal Component Analysis
PEG	Program Execution Groups
PME	Professional Military Education
PEO STRI	Program Executive Office for Simulation Training and Instrumentation
POM	Program Objective Memorandum
PTSD	Post Traumatic Stress Disorder
R&D	Research & Development
RC	Reserve Component
RECAPS	Required Capabilities
ROMO	Range of Military Operations
RSA	Recommended DOTMLPF Solution Approaches
SAG	Senior Advisory Group
S&T	Science and Technology

SLEP	Service Life Extension Program
SQT	Skills Qualification Testing
SME	Subject Matter Expert
SSI	Strategic Studies Institute
SWarF	Senior Warfighter's Forum
TAA	Total Army Analysis
TATRC	Telemedicine and Advanced Technology Research Center
TCM	TRADOC Capability Manager
T/C/S	Tasks, Conditions, Standards
TDA	Tables of Distribution and Allowances
TDE	Temporary Duty for Education
TDY	Temporary Duty
TIG	Time in Grade
T-GAT	Task Group on Assessment & Training
TLE	Training and Leader Education
TOPSS-VW	Transitional Online Post-deployment Soldier Support in Virtual Worlds
TRAC	Training and Doctrine Command Analysis Center
TRADOC	United States Army Training and Doctrine Command
TTHS	Trainees, Transients, Holdees, and Students
TTPs	Tactics, Techniques, and Procedures
UJTL	Universal Joint Task List
USAAC	United States Army Accessions Command
USJFCOM	United States Joint Forces Command
USMA	United States Military Academy
USMC	United States Marine Corps
VA	Veterans Affairs
VCSA	Vice Chief of Staff of the Army
VUCA	Volatile, Uncertain, Complex and Ambiguous

Appendix C – Attributes and Definitions

Term	Definition
Accessibility	Connectivity of all organizations, personnel, and units. The ability of all levels of command to pull or push relevant data and information. The ability to access standardized joint application tools set from garrison to forward deployed locations supporting rapid, efficient, effective command and control (C2 JIC)
Accuracy	Conforming exactly to fact or truth. A system with this attribute provides error free (or within a range of acceptable error) measurements or data via credible, dependable and reliable sources. Accuracy and trust may exist due to prior performance and/or specific integrity assurance measures that have been adopted. (C2 JIC)
Adaptability	Capable of operating in a variety of unexpected situations or conditions. Able to continue to operate even when unexpected events occur. Rapidly tailor operations/forces in order to effectively adapt/respond to changing requirements. (C2 JIC)
Cognitive Component	The cognitive component of the human dimension consists of the critical competencies required of Soldiers in the future OE, and the processes and tools needed to build those competencies. It complements the moral and physical components. It is about learning, thinking, and application. (TRADOC Pam 525-3-7-01)
Flexibility	Ability to operate in a variety of situations and conditions. Capable of course corrections with minimal disruption. Commanders at all levels can quickly select an option without being locked into an option. The ability to affect a response to an altered and/or unforeseen operating environment. (C2 JIC)
Foresight	The ability to predict probable future states in order to recognize and exploit an opportunity. Foresight may be based on extrapolation from current conditions combined with an understanding of likely actions. (C2 JIC)

Human Dimension	A comprehensive approach to understand, measure and utilize the cognitive, physical and social components of Soldier, Leader and small unit development and performance essential to raise, prepare and employ the Army in full spectrum operations.
Innovation	Performing tasks in new ways or by using new, advanced or original ideas, solutions or concepts in a proactive approach. (C2 JIC)
Interoperability	The ability of systems, units, forces, and mission partners to provide and accept services from other systems, units, forces. This also includes the ability to use the services to operate effectively together. (Adapted from JP 1-02 with input from SWarF)
Physical Component	Holistic approach to total fitness that includes not only nutrition and physical fitness (e.g. the traditional aspects such as strength, endurance, flexibility and coordination) but behavioral health as well that contribute to performance and resilience
Precision	Reproduce the same result indefinitely expressed by the consistency in the process to organize, equip, train, test, and posture forces. (C2 JIC)
Responsiveness	Readily reacting to or recovering from changing situations and conditions. Rapidly adjust the organization, equipment, training, testing, and posturing of forces in response to change. (C2 JIC)
Social Component	The warrior spirit, moral ethical development and socio-cultural awareness necessary for individuals and groups must possess to support the profession of arms.
Timeliness	Occurring at a suitable or opportune moment; well-timed. Timeliness is situation dependent. It reflects the relationship between the age of an information item and the tasks or missions it must support. (C2 JIC)
Trust	The level of trust that is required from each person and earned from each entity (person, object, system) to accomplish an endeavor. This

	refers to a variety of perspectives including (but not limited to): commander/subordinate, subordinate/commander, peer/peer, operator/equipment and war fighter/tactics. (C2 JIC)
Understanding	Having the capacity for rational thought or inference, and the ability to comprehend the meaning and importance of focus areas the commander designates and the direction of his intent. Create and sustain a force that is fully prepared to successfully satisfy any mission requirement due to complete knowledge of the enemy, battle space landscapes, political landscapes, cultures, etc. (C2 JIC)

Gap Master List

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority (Within LCF)	Gap Priority
						Severity	Probability	Assessment			
The Army requires a real-time automated and integrated common operating picture (COP) decision support system enabling personnel managers, commanders and senior leader/decision maker COA analysis to analyze, visualize, forecast & synchronize the current and predicted impacts of human capital operations on Operating and Generating Forces.	System displays senior leader common operating picture (COP) for ARFORGEN course of action planning and execution.	13	Flexibility	System information is tailorable by the user to specific parameters required to satisfy leader information needs	The Army lacks automated interfaces which support leader analytic DSS tools, network management and communications systems to pass data resulting in incomplete ARFORGEN scenario options in mission simulation systems.	4	4	16	E	**1 (Structure)**	1
			Accuracy	≥95% of time integrated system information produces correct assessments							
				100% of system data that is accurately maintained							
				≥95% of outcomes reported as Successful by senior leaders							
			Accessibility and Timeliness	>97% of needed Cross-Enterprise data elements available for merging into complete unit readiness picture >97% of the time							
			Timeliness	≥99% of time system data is available to support decisions							
			Interoperability	97% of data successfully merged across Enterprises to yield complete picture of individual unit readiness							
The Army must ensure policy, guidance, and regulatory requirements impacting HCE efforts are fully documented to determine effects of proposed changes to human resource operations.	Coordinate HCE Management Policy and Resource Guidance	8	Responsiveness	AROC approval granted to validate supplementally funded systems as fielded capabilities	DA Lacks JCIDS special processing methodologies to efficiently document and validate current and necessary supplementally funded and fielded capabilities and systems.	3	4	12	H	**1 (Policy)**	7
The Army requires a capability to employ a singular authoritative data source for HCE cross-system data input and update.	Establish one authoritative source for military record data input and correction	26	Interoperability	Data update must be multi-directional at multiple echelons for accuracy across the force≥99% of the time	The Army lacks standardization of personnel data and transaction types to fully effect HR accountability and management.	3	4	12	H	**1 (Acquire)**	5
			Accessibility	Data available through differing components without exception							
			Responsiveness	-Near real-time record validation is accomplished							
			Accuracy	100% Data received from all components is current and correct							

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority (Within LCF)	Gap Priority
						Severity	Probability	Assessment			
The Army requires the capability to plan, assign, and distribute personnel to the right MOS/ Branch requirement.	Model personnel targets based on CSA manning guidance and ARFORGEN unit fills.	3	Accuracy	% of the time information produces correct assessments.	Lack of ability to monitor and fill unit fill assignments in line with ARFORGEN.	3	5	15	H	**1 (Distribute)**	2
			Flexibility	Able to adjust to rapidly changing CSA manning guidance.							
			Precision	% target objectives meets unit fills.							
The Army needs the ability to track and assess the impact of changes to IMT / PME course length	Modify training structure as mission dictates (distance learning, MTT etc)	7	Flexibility	time it takes to modify training structure	The Army lacks the ability to modify the training structure rapidly enough to affect changes with current mission requirements.	4	4	16	E	**1 (Develop)**	6
The Army requires a capability to evaluate the effects of mobilization and deployment on the personnel development system	Rapidly assess Soldiers to identify those that are likely to engage in high risk or self-destructive behaviors and track mitigation efforts	3	Flexibility	% of unit formally evaluated after combat operations	The Army lacks the ability to rapidly assess Soldiers to identify those that are likely to engage in high risk or self-destructive behaviors and track mitigation efforts	4	4	16	E	**1 (Deploy)**	8
			Foresight	% of soldiers that have been evaluated during the month							
			Innovation	amount of time takes to accept and use new ideas once recommended							
The Army requires the capability to provide commanders at all levels with Soldier compensation information, including pay, bonuses and special pay, as needed, without redundant data collection, in order to provide an HCE COP.	Extract, store, and query data concerning Soldier Pay	1	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks Soldier Pay.	4	4	16	E	**1 (Compensate**	3
			Efficiency	# of times/systems data is entered							
			Understanding	Displayed information is understood							
The Army requires the capability to view and track Soldiers transitioning between components in real time, without redundant data collection requirements, in order to provide an HCE COP	Provide Transfer report	5	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks Soldiers transferring between components.	3	5	15	H	**1 (Transition)**	4
			Efficiency	# of times/systems data is entered							
			Understanding	Displayed information is understood							
The Army requires the capability to track newly contracted service members family members information in real time, without redundant data collection requirements, in order to provide a Human Capital Enterprise (HCE) Common Operating Picture (COP) through end of service.	Track family members from the signing of contract to end of service.	11	Accuracy	% of data that is accurately displayed	The Army must track all family members' information in real time, without redundant data collection requirements, an Human Capital Enterprise (HCE) Common Operating Picture (COP) throughout the soldier's service tenure.	3	2	6	L	**1 (Sustain)**	9
			Efficiency	# of times/systems data is entered							
			Understanding	Displayed information is understood							

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority (Within LCF)	Gap Priority
						Severity	Probability	Assessment			
The Army requires a real-time automated and integrated common operating picture (COP) decision support system enabling personnel managers, commanders and senior leader/decision maker COA analysis to analyze, visualize, forecast & synchronize the current and predicted impacts of human capital operations on Operating and Generating Forces.	Provide managers, commanders and senior leaders with near real-time understanding of operational significance and impact on Enterprise missions, functions and roles of their decisions made.	14	Flexibility	≥95% of decisions accommodate change without detracting from primary unit mission (Risk to unit mission performance)	The Army lacks the tools and databases to govern and manage DSS decision impacts.	4	4	16	E	**2 (Structure)**	12
			Accuracy	≥99% of goals achieved System-provided COP identifies ≥99% of HCE impacts on individual and aggregate Service Member status							
The Army must ensure policy, guidance, and regulatory requirements impacting HCE efforts are fully documented to determine effects of proposed changes to human resource operations.	Manage Human Resources Management Policy and Guidance	6	Innovation	HCM Personnel Developers review and identify needed policy/guidance changes HCM leaders review and identify needed policy/guidance changes >95% of pertinent, non-directed policy and guidance change recommendations drafted for leadership consideration	There are no mandatory reviews or enforcement mechanisms ensuring that personnel management policies (when applied collectively) fully support ARFORGEN requirements; instead of inadvertently hampering unit readiness.	3	3	9	H	**2 (Policy)**	10
The Army requires a capability to employ a singular authoritative data source for HCE cross-system data input and update.	Employ one authoritative source for modifying record data	27	Interoperability	Data update must be multi-directional at multiple echelons for accuracy across the force 100% of the time.	The Army has no approved, certified data standard upon which HCE systems are programmed.	3	4	12	H	**2 (Acquire)**	13
			Timeliness	Modification to data must be disseminated in time to meet operational needs							
			Trust	Data update will be accomplished in near real-time by respective entity							
The Army requires the capability to perform assignment management.	Plan and place personnel on permanent assignment orders.	8	Foresight	Allocate existing and predicted service member inventory to meet specific Army requirements.	Insufficient ability to provide development of Soldiers through programmed permanent assignments	3	5	15	H	**2 (Distribute)**	14
			Interoperability	% of critical operational data is available for sharing.							
			Precision	% of time able to meet QDA manning guidance.							
			Human Dimension	CPS components essential for development and preparation for service members prior deployment.							

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority (Within LCF)	Gap Priority
						Severity	Probability	Assessment			
The Army requires the capability to monitor and manage all Officer and Enlisted professional development programs.	Access and manage all training and education records from induction to retirement	18	Accuracy	%records up to date	The Army lacks the ability to efficiently manage training and education records from induction to retirement	3	5	15	H	**2 (Develop)**	15
The Army requires a capability to evaluate the effects of mobilization and deployment on the personnel development system	Evaluate the changes required to develop a soldier	4	Flexibility	% of unit formally evaluated after combat operations	The Army lacks the ability to effectively evaluate the changes required to develop a soldier based on deployments	4	4	16	E	**2 (Deploy)**	11
			Foresight	% of soldiers that have been evaluated during the month							
			Innovation	amount of time takes to accept and use new ideas once recommended							
The Army requires the capability to provide commanders at all levels with Soldier compensation information, including pay, bonuses and special pay, as needed, without redundant data collection, in order to provide an HCE COP.	Extract, store, and query data concerning the number and status of all Soldiers who have been paid or are scheduled to be paid special pay or incentive pay	2	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks special pay or incentive pay.	4	4	16	E	**2 (Compensate**	17
			Efficiency	# of times/systems data is entered							
			Understanding	Displayed information is understood							
The Army requires the capability to view and track Soldiers transitioning out of the Army in real time, without redundant data collection requirements, in order to provide a Human Capital Enterprise (HCE) Common Operating Picture (COP)	Provide Transfer report	2	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks transitioning Soldiers.	3	5	15	H	**2 (Transition)**	18
			Efficiency	# of times/systems data is entered							
			Understanding	Displayed information is understood							
The Army requires the capability to model and predict the impact of service members transitioning into Warrior Transition Unit (WTU) in response to proposed changes to existing conditions in order to provide senior leaders with accurate information and decision making tools	Forecast back fill of service members transferred to WTU and how effects losing unit readiness in the interim.	13	Accuracy	% of time forecasted data has accurately minimized unit lost readiness	The Army must forecast backfills for soldiers entering WTUs and accurately assess effects to unit readiness created by the soldier's loss.	3	2	6	L	**2 (Sustain)**	16
			Efficiency	# of times/systems data is entered							
			Accessibility	Access and retrieve data from multiple sources							

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority (Within LCF)	Gap Priority
						Severity	Probability	Assessment			
The Army requires a CAPSTONE, Objective capability to perform all human resources lifecycle functions (Structure, Acquire, Develop, Distribute, Deploy, Compensate, Sustain and Transition) in near real-time employing a robust and integrated network; fed by one single, authoritative database for all Components, which enables ARFORGEN and management of unit readiness.	Manage content/ Develop/Build user-defined personnel lifecycle function module applications functional within the standard info exchange format and network protocols.	4	Innovation	Personnel Life-Cycle Modular applications must be developed incorporating end-user requirements and functional concerns for ease-of-use	4.2 -- Insufficient functional support processes do not provide end-to-end visibility and accessibility for HCE personnel developers and Soldiers.	3	5	15	H	**3 (Structure)**	19
The Army must ensure policy, guidance, and regulatory requirements impacting HCE efforts are fully documented to determine effects of proposed changes to human resource operations.	Develop Human Resources Management Policy and Guidance	7	Accuracy	≥99% of proposed change information is presented accurately	Insufficient detailed analysis and impact considerations inadvertently create HC policies and in-place force-caps which negatively impact unit and force readiness.	3	3	9	H	**3 (Policy)**	21
				90% of provided information is current							
			Timeliness	Defined processes and procedures reviewed/updated IAW operational environment circumstances							
The Army requires a capability to align cadet data from current data systems to Army data systems without redundant manual input.	Maintain, collect, and process data using current Army systems	34	Interoperability	100% Data transferred from and received by Army systems to access a cadet onto active duty through one enterprise system	The Army lacks necessary automated cadet personnel management systems which are standardized and up-to-date.	3	4	12	H	**3 (Acquire)**	24
			Accessibility	Data must be accessible and usable by Army systems							
			Trust	Data update is accomplished in near real-time							
The Army requires a capability to process Personnel Development Assignment Request Data.	Incorporate Army G1 Manning Guidance.	33	Accuracy	% of the time assignment data is accurately stored and able to be shared.	Lack of ability to monitor and fill unit fill assignments in line with ARFORGEN.	3	5	15	H	**3 (Distribute)**	20
				% of correct service member data/ information accurately stored and available for use.							
			Flexibility	% of decisions accommodate change without detracting from the primary mission.							

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority (Within LCF)	Gap Priority
						Severity	Probability	Assessment			
The Army requires the capability to track and manage all Professional Military Education (PME) class fills for all Branches / MOS's by component and adjust the number of classes to accommodate changes to student load requirements and differences in student fill	Review any changes in structure or policy that will effect school dates or sizes	12	Efficiency	#of times new data is entered	The Army lacks the ability to respond to changes in structure of policy that affect school dates and sizes	3	4	12	H	**3 (Develop)**	22
The Army requires a capability to evaluate the effects of mobilization and deployment on the personnel development system	Evaluate the effects of Combat Stress	HD 22	Flexibility	% of unit formally evaluated after combat operations	The Army lacks the ability to effectively manage the effects of combat stress	4	3	12	H	**3 (Deploy)**	25
			Foresight	% of soldiers that have been evaluated during the month							
			Innovation	amount of time takes to accept and use new ideas once recommended							
The Army requires the capability to provide commanders at all levels with Soldier compensation information, including pay, bonuses and special pay, as needed, without redundant data collection, in order to provide an HCE COP.	Extract, store, and query data concerning the number and status of all Soldiers who have been paid or are scheduled to be paid an enlistment or reenlistment bonus	3	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks bonus payments and eligibility.	3	5	15	H	**3 (Compensate**	27
			Efficiency	# of times/systems data is entered							
			Understanding	Displayed information is understood							
The Army requires the capability to view and track Soldiers transitioning between components in real time, without redundant data collection requirements, in order to provide an HCE COP	Provide Recall report	6	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks recalled Soldiers.	3	5	15	H	**3 (Transition)**	26
			Efficiency	# of times/systems data is entered							
			Understanding	Displayed information is understood							
The Army requires a capability to monitor the support of service members entering the Warrior Transition Unit OCONUS and their families.	Monitor the support and status of benefits and entitlements due service members and/or their family.	1	Accessibility	% of the time service member or family member have direct access to relevant information	The Army monitors the support of soldiers (and their families) entering the WTUs, process them thru in timely manners, and enact required support/benefits not previously provided 100% of the time.	4	1	4	L	**3 (Sustain)**	23
			Accuracy	% of time integrated information was collated accurately							
			Responsiveness	Incorporate new or changes in benefits and /or entitlements as service members status changes with xx days							
			Timeliness	Data is available in time to affect decision / changes to benefits or entitlements							

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority (Within LCF)	Gap Priority
						Severity	Probability	Assessment			
The Army requires a CAPSTONE, Objective capability to perform all human resources lifecycle functions (Structure, Acquire, Develop, Distribute, Deploy, Compensate, Sustain and Transition) in near real-time employing a robust and integrated network; fed by one single, authoritative database for all Components, which enables ARFORGEN and management of unit readiness.	Manage content/ Develop/Build user-defined personnel lifecycle function module applications functional within the standard info exchange format and network protocols.	4	Precision	Minimally, system executes modular applications for Personnel Lifecycle functional tasks identified at Annex A, without error and 100% of time within system availability.	Incompatible software and functional applications hinder linkage, processing and management of Soldier data files to perform HCE processes in a timely manner.	3	5	15	H	**4 (Structure)**	30
The Army requires an official ARFORGEN-based Force set of policies which direct and guide Human Capital Enterprise efforts.	Codify ARFORGEN policies, processes and requirements in official/formal Army publications (AR's, FM, DA Pams, etc.) detailing unit readiness and metrics, e.g.: - Unit is filled to P2 at Return +180 - Army HRC assigns only personnel who are "Available" for deployment - Unit is filled to 100% deployable soldiers at MRE -45 - Unit achieves MOS and grade level of fidelity prior to MRE -45 - Personnel and Equipment RESET are synchronized	1	Accuracy	95% of provided information is presented accurately 90% of provided information is current Defined processes and procedures reviewed/updated IAW NMS, DPG and operational concepts	No official ARFORGEN set of documents (AR, FM, DA Pam's, etc) exists to describe necessary planning and execution processes while detailing specific metrics to achieve unit readiness for all components.	3	3	9	H	**4 (Policy)**	32
			Understanding	90% of Operating Force leadership understand official methodologies 95% of Generating Force functional operators understand roles and responsibilities							
The Army requires a capability to forecast and plan for accessions based on actual required authorizations to effectively align ARFORGEN and other manning requirements.	Validate all required authorizations	15	Precision	100% of required authorizations identified ≥99% of required authorizations align with prioritized operational needs	Existing force alignment models are inadequate for certain Army applications based on in-place personnel assignment policies. This condition causes excess "non-deployable" soldiers to occupy authorizations needed to better support unit readiness.	3	3	9	H	**4 (Acquire)**	29
			Accuracy	100% of accurate validations							

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority (Within LCF)	Gap Priority
						Severity	Probability	Assessment			
The Army requires the capability to provide Personnel Distribution Workflow.	Forecast officer and enlisted targeting models to project future shortages or overages due to changes in deployment timelines.	28	Foresight	% of time future conditions are accurately predicted.	Insufficient ability to plan, track, and monitor personnel to meet ARGORGEN requirements.	3	5	15	H	**4 (Distribute)**	28
			Accuracy	% of time integrated information produces correct assessment.							
				% of time provided information is collated accurately.							
			Flexibility	% of personnel fill requirements met.							
The Army requires a capability to track and manage Initial Military Training (IMT) class fills for all Branches / MOS's by component and adjust the number of classes to accommodate changes to student load requirements and differences in student fill	Review any changes in structure or policy that will effect school dates or sizes	6	Timeliness	months before changes are implemented	The Army lacks the ability to monitor policy and structure changes affecting IMT school dates and class sizes proactively	3	4	12	H	**4 (Develop)**	31
The Army requires a capability to update personnel, pay, and health records of personnel prior to, during, and upon redeployment.	Update pay, personnel, and health records of Active Component personnel (conduct Soldier Readiness Processing).	1	Accessibility	# of times data must be input	The Army lacks the ability to efficiently maintain personnel records for active duty Soldiers during deployment and redeployment	3	4	12	H	**4 (Deploy)**	33
			Accuracy	# of records updated without errors							
			Timeliness	% of soldier records that have been updated within the last 6 months							
The Army requires the capability to model and predict changes in policy affecting Soldier compensation information, including pay, bonuses and Incentive/special pay in order to provide senior leaders with accurate information and decision making tools.	Determine the impact of changes in basic pay rates	4	Accuracy	% of time information is collated accurately	The Army does not currently have an automated modeling and prediction tool that determines the impact of changes in basic pay rates.	3	4	12	H	**4 (Compensate**	35
			Efficiency	# of times/systems data is entered							
			Accessibility	Access and retrieve data from multiple sources							
			Timeliness	Information is available in time to support decisions							
The Army requires the capability to view and track Soldiers transitioning out of the Army in real time, without redundant data collection requirements, in order to provide a Human Capital Enterprise (HCE) Common Operating Picture (COP)	Provide Retirement report	3	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks retiring Soldiers.	3	5	15	H	**4 (Transition)**	34
			Efficiency	# of times/systems data is entered							
			Understanding	Displayed information is understood							

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority (Within LCF)	Gap Priority
						Severity	Probability	Assessment			
The Army requires the capability to track and enact quality of life support services when policy changes affect service member status.	Monitor the dissemination of policy changes that effect benefits for service members and/or their family.	2	Accuracy	% of time integrated information was collated accurately	The Army must accurately track and quickly enact changes in quality of life support services for soldiers (and their families) when policy changes affect their status.	2	2	4	L	**4 (Sustain)**	36
			Adaptability	Adjust to changing environment, requirements or situation							
			Flexibility	Service member receipt of benefits/entitlements made effective immediately upon detection of status							
			Timeliness	Data is available in time to affect decision / changes to benefits or entitlements							

Functional Area Analysis (FAA)

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
1.1.1 -- Global Force Management --- The ability to align force apportionment, assignment, and allocation methodologies in support of the National Defense Strategy and joint force availability requirements; present comprehensive insights into the global availability and operational readiness of U.S. military forces; globally source joint force requirements; and provide senior decision makers a vehicle to quickly and accurately assess the impact and risk of proposed allocation, assignment and apportionment changes.	The Army requires the capability to forecast the human capital needs of the Army	The Army requires an official ARFORGEN-based Force set of policies which direct and guide Human Capital Enterprise efforts.	An expeditionary ARFORGEN based force setting policy must set the conditions for a unit to achieve the appropriate levels of manning and equipping necessary to fully leverage the MRE collective event. Manning—or the P rating—is the metric that drives a unit's effective and efficient progression through ARFORGEN. The HCE must develop a process that systemically fills units to P2 at Return+180 and 100% fully deployable Soldiers at MRE-45. The intent is for a unit to conduct the MRE collective training event fully equipped and fully manned with those who will deploy. Until this is accomplished, inadequately manned units desynchronize ARFORGEN for equipping and collective training; complicate the delivery and synchronization of other CE "outputs" into the ARFORGEN process; and introduce systemic unit un-readiness. The "value stream" must be fundamentally altered – from the inefficient "partially man-equip man-retrain-deploy" model to a "man-equip-train-deploy" model. The use of manning metrics that are based on aggregate strength are inadequate to accurately reflect a unit's capacity to progress through ARFORGEN. Manning in aggregate veils the challenge of equipping and training without the requisite leaders available. There is a clear need to evolve the manning metric beyond "aggregate" to one which achieves grade and MOS level of fidelity. Eventually, institutional processes must be capable of assigning to units only personnel who are "available" for deployment into vacant unit billets.	1. Codify ARFORGEN policies, processes and requirements in official/formal Army publications (AR's, FM, DA Pams, etc.) detailing unit readiness and metrics, e.g.: - Unit is filled to P2 at Return +180 - Army HRC assigns only personnel who are "Available" for deployment - Unit is filled to 100% deployable soldiers at MRE -45 - Unit achieves MOS and grade level of fidelity prior to MRE -45 - Personnel and Equipment RESET are synchronized	Accuracy	% of provided information is presented accurately	Unk	90%	95%
						% of provided information is current	Unk	90%	90%
						Defined processes and procedures reviewed/updated IAW NMS, DPG and operational concepts	Unk	Y	Y
					Understanding	% of Operating Force leadership understand official methodologies	Unk	80%	90%
						% of Generating Force functional operators understand roles and responsibilities	Unk	90%	95%
				2. Staff Draft official document for functionary input and review.	Responsiveness	% of functional correspondents provide authoritative input	Unk	90%	≥99%
					Timeliness	% of functional correspondents provide input IAW document timelines	Unk	90%	≥99%
				3. Senior leadership formalizes and approves documentation.	Precision	Draft ARFORGEN document approved for Army implementation	Unk	Y	Y
				4. Promulgate official ARFORGEN documentation to Army agencies.	Accessibility	ARFORGEN document available for Army-wide use	Unk	Y	Y
				5. Human Capital Enterprise manages and assigns Army personnel to achieve sufficient and stable manning levels IAW new official documentation.	Precision	% of documented actions performed	Unk	≥95%	≥99%
					Timeliness	% of documented actions successfully performed IAW unit readiness requirements	Unk	≥95%	≥99%
					Accuracy	% of functional ARFORGEN tasks and responsibilities sufficiently described to enable unfettered HCM actions	Unk	≥95%	≥99%
					Trust	% of HCM Personnel Developers who independently perform respective functions without error	Unk	≥80%	≥90%

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
1.3.2 -- Personnel Management -- The ability to provide the oversight and provision of human resource policies and programs that contribute to the retention of total force members fully equipped to execute national strategy.	The Army requires the capability to forecast the human capital needs of the Army	The Army must ensure policy, guidance, and regulatory requirements impacting HCE efforts are fully documented to determine effects of proposed changes to human resource operations.	The Army must manage the Personnel Development System to ensure timely and applicable policy/guidance are applied to the Force and to determine effects of proposed changes to personnel flow within the HCE. Functional review must: 1) Prescribe the policies that govern the HC life cycle functions; 2) Provide a managerial framework to describe the military personnel work requirements in the field 3) Describe an integration process for use in managing the HC life cycle functions; 4) Describes the manpower authorization and requirements process for use in staffing military personnel field organizations; 5) Outlines organizational standards for the tables of distribution and allowances (TDA) and the modification table of organization and equipment (MTOE) for Military Personnel system units.	1. Manage Human Resources Management Policy and Guidance	Innovation	HCM Personnel Developers review and identify needed policy/guidance changes	Unk	Y	Y
						HCM leaders review and identify needed policy/guidance changes	Unk	Y	Y
						% of pertinent, non-directed policy and guidance change recommendations drafted for leadership consideration	Unk	85%	≥95%
				2. Develop Human Resources Management Policy and Guidance		% of proposed change information is presented accurately	Unk	90%	≥99%
						% of provided information is current	Unk	90%	90%
					Timeliness	Defined processes and procedures reviewed/updated IAW operational environment circumstances	Unk	Y	Y
				3. Coordinate Human Resources Management Policy and Guidance	Responsiveness	% of functional correspondents provide authoritative input	Unk	90%	≥99%
					Timeliness	% of functional correspondents provide input IAW document timelines	Unk	90%	≥99%
				4. Provide Human Resources Management Policy and Guidance Decision	Accessibility	Policy/guidance document available for Army-wide use	Unk	y	y

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
Policy						Measure	Current	2015 Threshold	2024 Objective
Structure									
6.2.1 -- Information Sharing / Computing -- The ability to provide physical and virtual access to hosted information and data centers across the enterprise based on established data standards.	The Army requires the capability to automate and synchronize mission development, recruiting, training and distribution functions with the ARFORGEN process.	The Army requires a CAPSTONE, Objective capability to perform all human resources lifecycle functions (Structure, Acquire, Develop, Distribute, Deploy, Compensate, Sustain and Transition) in near real-time employing a robust and integrated network; fed by one single, authoritative database for all Components, which enables ARFORGEN and management of unit readiness.	Ongoing Army and Enterprise programs (i.e. Global Force Management-Data Initiative, Army Common Operating Environment, IPPS-A, etc.) do not appear to be synchronized across development/implementation paths. Program specifications appear to conflict with one another by creating differing stands, processes and architecture requirements. Detailed integration provided by a singular overarching plan for Army-wide automation must be developed and robustly promulgated service wide. The Objective system must, at a minimum, include design and configuration framework supporting: Part 1. Net Ready. The system must support net-centric operations. The system must be able to enter and be managed in the network, and exchange data in a secure manner to enhance mission effectiveness. The system must continuously provide survivable, interoperable, secure, and operationally effective information exchanges to enable a net-centric military capability. The system must comply with and support the Department's Net-Centric Data Strategy. System application modules should include tools to manage, sort, store, search, visualize, and graphically display the vast amounts of data produced by sensors. Lifecycle function applications should be embedded into a networked computing environment that provides the physical and logical connectivity among all the participants. This system must include data management tools to ensure that data collected in one part of the network is compatible and discoverable by others in the network. Single data entry is critical. Network management functions that monitor network performance and automatically adjust, or reconfigure, to meet the demands of user systems are highly desirable. The network should provide information delivery methods that are tailorable, secure, and allow reprioritization based on mission requirements and available delivery methods. Part 2. Data Persistence. The system must provide the ability to furnish standardized force structure and personnel data that are visible, accessible, and usable	1. Plan and Engineer the Network.	Accessibility	% of registered end-users (local and remote)permitted network access to perform assigned HCM tasks upon demand regardless of network media	Unk	100%	100%
						% of time network can query and extract cross-Enterprise data, without error, to fuse information into a complete picture of unit readiness	Unk	>90%	≥99%
					Affordability	Total system life-cycle cost will not exceed all current, planned and legacy HCE and deployment support systems by _____%	Unk	3%	5%
					Accuracy	% Compliance with Army Common Operating Environment, GFM-DI and DoDAF specifications to fully support military Net-Centric operations across only one network transport layer	Unk	≥95%	100%
						% Compliance with GIG Technical Guidance to include IT Standards identified by GIG Enterprise Service Profiles (GESPs) necessary to meet all operational requirements specified in the DoD Enterprise Architecture implementation plans	Unk	≥95%	100%
						Information assurance requirements (e.g. availability, integrity, authentication, confidentiality, non-repudiation, areas of protection, detection, reaction, restoration in accordance with the completion of DIACAP resulting in the issuance of an Approval to Operate by the Designated Approval Authority	Unk	100%	100%

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
			to conduct total HCE missions and task without multiple/redundant manual inputs. The lifecycle function modular applications will enhance data usability through such mechanisms as classification, labeling, and time tagging. One singularly authoritative personnel database will feed system user actions and must assure acceptable levels of: 1) Data Latency: Although the data might be available, it must be considered current by the user; 2) Accessibility: Although data might be available, it must be linked to compile reports without significant manual effort. The current effort to display global capabilities involves manually obtaining data from numerous systems; 3) Level of Detail; Current deployment schedules demand a level of detail down to the smallest deployable entity (i.e., billet); 4) Lack of a Standard Terminology: Common naming conventions, syntax and architecture framework must be standardized; 5) Change: Unit composition and personnel status are dynamic and changes over time based on missions, C2 relationships, individual status and disposition; 6) Certified Authoritative Data Source (ADS): Multiple systems across forces and components frequently provide conflicting information. Part 3. Information Dissemination Management. The system must provide the capability for authorized users to discover, retrieve, send, and receive information based on the priority of information flows set by policies and infrastructure availability.	2. Develop an information exchange model to provide standard formats.	Accuracy	Single data entry. % Volume of data entry actions for all Army components throughout the system that require data recollection.	Unk	≥2%	0%
						Only One logical personnel record per Service Member (regardless of Component) will be maintained throughout the Service Member's lifecycle as a single record	N	Y	Y
					Accessibility	System formatted data and relevant information exchanged between all organizations, Personnel Developers, impacted Service Members and units within _____minutes.	Unk	≥5	>1
						% of System formatted data and relevant information exchangeable between all Personnel Life-Cycle function network applications in near real-time.	Unk	>80%	≥99%
				3. Install and operate the Network.	Availability--Outages are considered any unplanned time the system is not available and does not include preplanned and coordinated maintenance down time.	% of time that a system or group of systems or installed modular application within a Function are operationally capable of performing an assigned mission.	Unk	≥97%	≥99%
				4. Manage content/ Develop/Build user-defined personnel lifecycle function module applications functional within the standard info exchange format and network protocols.	Precision	Minimally, system executes modular applications for Personnel Lifecycle functional tasks identified at Annex A, without error and _____% of time within system availability.	Unk	100%	100%
					Innovation	Modular applications must be developed incorporating end-user requirements and functional concerns for ease-of-use	N	Y	Y
					Interoperability	System modular applications and network exchange data without error within _____minutes to ensure end-user satisfactorily completes personnel actions.	Unk	>1 minute	≥10 seconds

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
				5. Migrate legacy information/Populate the system database for modular application processing.	Accuracy	% of legacy Service Member, unit and organizational data migrated, without error, into Objective system database for immediate use by end-users.	Unk	100%	100%
				6. Deploy and maintain user-tested/accepted module applications to perform personnel lifecycle function tasks.	Acceptability	Modular applications and network transport not fielded without end-user approval	N	Y	Y
						Modular application end-users can perform respective job tasks with minimal training	N	Y	Y
				7. Review and update applicable personnel function regulations, pamphlets and directives.	Flexibility	Modular applications can easily be modified to add newly identified Functional Performance Actions	N	Y	Y
						Modular applications can easily be modified to delete outdated Functional Performance Actions	N	Y	Y
				8. Protect and maintain Network services.	Innovation	Network and modular applications identify and respond to all attempted intrusions within _____minutes	Unk	≥5 seconds	≥1 second
						Network and modular applications are self-healing and can self-recover from attempted intrusion and data corruption	N	Y	Y

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
5.4 Decide – The ability to select a course of action informed and influenced by the understanding of the environment or a given situation.	The Army requires the capability to see ourselves across and between HR functions.	The Army requires a real-time automated and integrated common operating picture (COP) decision support system enabling personnel managers, commanders and senior leader/decision maker COA analysis to analyze, visualize, forecast & synchronize the current and predicted impacts of human capital operations on Operating and Generating Forces.	Senior leaders require near real-time SA/SU information of their force development and deployment decisions to appropriately apply risk mitigation factors. Tools are needed to manage, filter, and analyze the aggregation of data and information from the myriad sources available to: 1) reduce the complexity of the information; 2) develop a clearer understanding of the HCE status, 3) impacts on unit readiness and effects impacting the Enterprise's ability to execute decision maker directions; and 4) identify other factors in the operational environment, and provide useful, timely information to commanders for appropriate decision making. 5) Information overload at the senior leader-level must be reduced. Part 1. An expeditionary Army requires a capability to monitor its Soldiers' readiness in real time at all levels via a common operating picture using accurate, timely personnel and medical data assembled from multiple systems of record into a single consolidated information source but requiring no redundant data entry by end users in order to facilitate Commander and higher headquarters management of unit readiness. All levels of leadership/managers must be able to pull the information they need to support concurrent or parallel planning and mission execution. The integrated system will provide for a tailored, relevant, synthesized COP that presents actionable information to promote understanding. Channeling information to specific users via automated means reduces the need for extraneous manual exchange, reduces latency and facilitates timely decision making. Leaders must be provided automated decision aids, planning tools, advanced modeling and simulation, and in-transit visibility to appropriately manage the ARFORGEN forces. Part 2. Leaders/managers make decisions based on their understanding of the operational environment and factors impacting potential courses of action (COA). The role of information management is to provide a timely flow of relevant information that supports all aspects of planning, decision-making, and execution; to include all activities involved in the identification, collection, filtering, fusing, processing, focusing, disseminating, and using information. System users assemble information that promotes understanding of the information environment and enable leaders/managers to better formulate and analyze COAs, make decisions, execute those	1. Maintain accurate, synchronized personnel and medical data in one authoritative data source available for near real-time query.	Accuracy	Automated systems must synthesize complete status information for each Service Member	N	Y	Y
					Precision and Timeliness	% of complete Service Member records available for data access, query and analysis within _____minutes/ seconds	Unk	>95%; at ≥5 seconds	100%; at ≥1 second
				2. Maintain accurate and valid unit and organizational information in one authoritative data source available for near real-time query.	Accuracy	Automated systems must synthesize complete status information for each unit/organization	N	Y	Y
					Precision and Timeliness	% of complete unit readiness/status records available for data access, query and analysis within _____minutes/ seconds	Unk	>95%; at ≥5 seconds	100%; at ≥1 second
					Interoperability	System modular applications merge individual Soldier and organizational data, error free, into aggregate unit readiness descriptors within _____ minutes/ seconds	Unk	≥10 seconds	≥3 seconds
					Precision	System provides input error identification and correction processes ensuring correct data base exchange formats are maintained	N	Y	Y
				3. Track Service Member unit of assignment to authorized position, line number and UIC	Accessibility	Commander can verify Service Member assignment to predict arrival timeline	N	Y	Y
					Precision	Service Member assignment aligns directly with operational needs	N	Y	Y
					Accuracy	% of time Commander can accurately assign Service Member with specific date of arrival	Unk	≥90%	≥98%
				4. Identify leader CCIR for system-supported COA analysis	Accuracy	Necessary CCIR element data fully understood	Unk	Y	Y
						% of Leader info requirements built into system	Unk	90%	100%
					Flexibility	Leaders can directly input newly identified information requirements for system COA analysis	N	Y	Y
					Interoperability	Cross-Enterprise data elements identified to yield complete picture of individual unit readiness	Unk	Y	Y
						% of Cross-Enterprise data elements available for leader analysis to yield complete picture of individual unit readiness	Unk	90%	100%

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
			decisions, and understand results from previous decisions. The COP/system modules must provide automated decision aids, planning tools, advanced modeling and analytics to system users, managers and senior leaders. Part 3. Information management uses established procedures and information systems to collect, process, store, protect, display, disseminate, and dispose of information. Leaders require a continuous flow of quality information to direct operations. Information flow strategy is developed to ensure that this quality information gets to the right place on time and in a form that is quickly usable by its intended recipients. Effective information flow requires the information to be: a. Positioned Properly: The requirements for specific types of information often are predictable. Positioning the required information at its anticipated points of need speeds the flow and reduces demands on the communication system. b. Transportable: The reliable and secure flow of information must be commensurate with the user and leader's and operating tempo and latency requirements. Information flow must support vertical and horizontal data sharing to support collaborative, integrated planning. c. Accessible: All levels of command must be able to pull the information they need to support concurrent or parallel planning and mission execution. d. Fused: Information is received from many sources, in many mediums, and in different formats. Fusion is the logical blending of information from multiple sources into an accurate, concise, and complete summary. A key objective of information management is to reduce information to its minimum essential elements and in a format that can be easily understood and acted on.	5. System displays senior leader common operating picture (COP) for ARFORGEN course of action planning and execution.	Flexibility	System information is tailorable to specific parameters required to satisfy leader information needs	N	Y	Y
					Accuracy	% of time integrated system information produces correct assessments	Unk	90%	≥95%
						% of system data that is accurately maintained	Unk	100%	100%
						% of outcomes reported as Successful by senior leaders	Unk	90%	≥95%
					Accessibility and Timeliness	% of needed cross-Enterprise data elements available for merging into complete unit readiness picture _____% of the time	Unk	≥90%; ≥90%	>97%; >97%
					Timeliness	% of time system data is available to support decisions	Unk	≥97%	≥99%
					Interoperability	% of data successfully merged across Enterprises to yield complete picture of individual unit readiness	Unk	>90%	>97%
				6. Provide managers, commanders and senior leaders with near real-time understanding of operational significance and impact on Enterprise missions, functions and roles of their decisions made.	Flexibility	% of decisions accommodate change without detracting from primary unit mission (Risk to unit mission performance)	Unk	>90%	≥99%
					Accuracy	% of goals achieved	Unk	>90%	≥99%
						System-provided COP identifies _____% of HCE impacts on individual and aggregate Service Member status	Unk	>95%	≥99%

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
5.1.2 5.1.2 Structure Organization to Mission – The ability to dynamically organize elements and define roles, responsibilities, and authorities.	The Army requires the capability to predict the impacts of proposed changes to force structure, policy, deployment schedules and training resources.	The Army requires the capability to extract, store, and query data concerning the approved and budgeted unit and personnel authorizations (PMAD) for Army organizations in order to design and build Program Force Documentation and determine the effect of proposed changes to personnel flow within the HCE.	Changes within the Army and the processes used to implement those changes require a holistic application of cross-functional factors. To be successful, future senior Army leaders and managers must understand the nature of the interrelations of the systems and subsystems, as well as the key players and functions. Senior leaders who understand how these processes work and where leadership can influence these processes will be more effective. Experience shows us that successful senior leaders understand how the Army develops and sustains its part of our nation's military capability and use this knowledge to make informed decision on how to use or change the processes to improve that capability. This capability describes how the Army develops authorization documents which integrate the output of the force design and force structuring functions. Force structuring documents the number of each required unit the Army can afford to "buy" and maintain. Force structuring tracks changes in the force as the department introduces new equipment, implements new doctrine, and fields new organizations. This activity includes employing automated information systems to facilitate recording, maintaining, and retrieving data necessary for force structuring, force planning, and accounting for units of the Active and Reserve Components. It also includes developing an authoritative record of force structure decisions.	1. Seamlessly conduct Force Development planning in an ARFORGEN environment.	Accuracy	Force Development structuring methodology and tasks included in AUTL	N	Y	Y
					Precision	Minimally, system performs "Structure" tasks identified (numbers 1-22) at Annex A, without error and _____% of time within system availability	Unk	≥90%	100%
						% of authorized unit personnel on-hand by MRE.	100%	100%	100%
						% of operations degraded, delayed, or modified due to authorized personnel shortages.	Unk	≤5%	≤1%
						% of individuals, teams, platoons, and companies not resourced for operations.	Unk	≤5%	≤1%
						% of assigned unit personnel meeting personnel readiness requirements.	Unk	≥95%	100%
					Foresight	% of strength projections satisfy NMS/DPG force requirements	Unk	≥95%	100%
						% of Accession targets fulfill programmed force authorizations within ARFORGEN time standards	Unk	≥95%	100%
			This task includes developing, reviewing, and adjusting budget estimates based on program requirements and in accordance with budgetary and congressional guidance. Program Budget Decisions are integrated with Department of Defense's (DoD) budget and incorporated into the President's budget.	2. Support the Force Structuring process	Precision	Minimally, system performs "Structure" tasks identified (numbers 23-40) at Annex A, without error and _____% of time within system availability.	Unk	≥90%	100%
				3. Validate HC authorizations	Precision	% of required authorizations identified	Unk	100%	100%
						% of required authorizations align with operational needs	Unk	≥99%	≥99%
					Accuracy	% of accurate validations	Unk	100%	100%
				4. Predict HC budget authorizations within funding guidance	Foresight	Requirements accurately planned and predicted _____X% of time	Unk	100%	100%
					Adaptability	Budget includes programmed dollars for changing operational needs	Unk	≥99%	≥99%
				5. Budget for required authorizations within funding guidance	Precision	Future requirements funded within budget constraints	Unk	100%	100%
					Accuracy	Requirements funded	Unk	100%	100%
					Responsiveness	% of changes to operational requirements which can be funded within current budget	Unk	≥99%	≥99%

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
Policy						Measure	Current	2015 Threshold	2024 Objective
				6. Validate operating strength numbers using actual budget authorizations	Precision	% of required authorizations align with operational needs	Unk	≥99%	≥99%
				7. Populate the force using actual authorized structure within budget constraints	Precision	Dollar to person ratio is equal to paragraph and line number across the force	Unk	≥99%	≥99%
			Task executes reviewing the projected force structure against stated Departmental mission sets and prioritizes requirements submitted by the Service Headquarters.	8. Allocate Manpower and prepare the Authorization Documents	Precision	Minimally, system performs "Structure" tasks identified (numbers 41 -42) at Annex A, without error and _____% of time within system availability	Unk	≥90%	100%
Acquire									
1.3.2 Personnel Management – The ability to provide the oversight and provision of human resource policies and programs that contribute to the retention of total force members fully equipped to execute national strategy.	Army The requires the capability to automate and synchronize mission development, recruiting, training and distribution functions with the ARFORGEN process.	The Army requires a capability to seamlessly track all enlisted accessions.	HR providers rely on numerous personnel databases and automated systems to accomplish manning the force functions. The enduring principle of accuracy is paramount in manning the force because data integration occurs at multiple levels with multiple systems used by decision makers at the National Provider level. HR providers must take ownership of data they control to eliminate or reduce errors that affect manning the force functions.	Provide prospects to interfacing systems to generate leads in each component	Interoperability	Components share prospect data to align force structure	N	Y	Y
					Accessibility	Accessioning data available across components to reduce the number of times data is collected	N	Y	Y
					Timeliness	Components share data in Near real-time	N	Y	Y
					Accuracy	% of provided information is correct	Unk	90%	≥99%
						% of provided information is current	Unk	90%	≥95%
				Extract, store and query recruitment applicant data, for all components, from interfacing systems or data files sent by external systems	Accessibility	Data is available throughout acquire function without redundant input	N	Y	Y
					Timeliness	Components share data in Near real-time	N	Y	Y
					Interoperability	Components retrieve and share applicant data to align force structure	N	Y	Y
					Accuracy	% of provided information is correct	Unk	≥90%	95%
						% of provided information is current	Unk	≥90%	90%
				Track qualification of prospects	Foresight	% of predicted outcomes supported	Unk	≥90%	>95%
					Adaptability	% of MOS options available based on qualifications	Unk	≥90%	>95%
					Responsiveness	% of prospects qualified to meet Army operational needs	Unk	≥90%	>95%
				Forecast all enlisted contracts	Foresight	Able to predict future contracts XX% of time	Unk	≥90%	>95%
					Timeliness	Able to determine required MOS's for operational needs XX% of time	Unk	≥90%	≥98%
					Flexibility	% of contracts that follow through enlistment process on schedule	90%	≥90%	>98%
				Monitor all enlisted contracts	Precision	% of contracts meeting full MOS criteria at time of enlistment	Unk	≥90%	≥99%
					Timeliness	Time applicant takes from initial signature on contract to taking oath of enlistment	Unk	< 30 days	< 30 days
					Flexibility	% of enlistments accommodate changing Operational Force needs without impacting unit mission focus	Unk	≥90%	≥99%

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
				Report Delayed Program contracts	Foresight	% of contracts who enter delayed program and ultimately enlist	Unk	≥90%	>95%
					Timeliness	Time applicant takes from initial signature on contract to taking oath of enlistment	Unk	< 90 days	< 90 days
					Accuracy	% of data that is accurately reported	90%	>95%	98%
				Report non-Delayed Program contracts	Timeliness	Time applicant takes from initial signature on contract to taking oath of enlistment	Unk	< 15 days	<7 days
					Precision	% of applicants who sign contract and fulfill enlistment immediately	Unk	>95%	100%
					Accuracy	% of data that is accurately reported	90%	>95%	98%
				Provide results for specific MOS accession numbers by month	Precision	% of MOS numbers achieved balance operational requirements	Unk	>95%	100%
					Timeliness	% of MOS needs reflect real time losses	Unk	> 90%	>95%
					Accuracy	% of recruiters receive real-time MOS needs based on real time losses	Unk	> 90%	>95%
				Identify number of recruits who reported to the start of a military course	Accessibility	Commander able to verify recruit start date for filling unit position	Unk	≥90%	>95%
					Foresight	Commander able to verify recruit start date to predict arrival of recruit to organization	Unk	≥90%	>95%
					Adaptability	Commander able to readjust recruit arrival date(without adverse unit impact) based on start date of course	Unk	≥90%	>95%
				Track unit of assignment against authorized position, line number and UIC	Accessibility	Commander ability to verify recruit assignment to predict arrival timeline	N	Y	Y
					Precision	Recruit assignment aligns directly with unit's operational needs	N	Y	Y
					Accuracy	Commander ability to accurately assign recruit with specific date of arrival	N	Y	Y

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
					Foresight	XX% of recruit's assigned into UIC Para & line number within XX Days of predicted arrival.	Unk	≥90%; within 7 Days	≥95%; within 3 Days
1.1.2 Force Configuration – The ability to take DOTMLPF requirements and translate them into programs and structure to accomplish the missions and functions required by the Secretary of Defense.	Army The requires the capability to forecast the human capital needs of the Army	The Army requires a capability to forecast and plan for accessions based on actual required authorizations to effectively align ARFORGEN and other manning requirements.	As an expeditionary, ARFORGEN-based force, the Army operates in simultaneous and complex environments. Manning the force is a critical function which can only be efficient and responsive to commanders and HR leaders if database changes are made as soon as they become known. This is especially important if skills, capabilities, and special needs of units continue to change to meet operational mission needs. Accessioning officers and soldiers into needed authorizations is vital to assuring the fulfillment of missions as a strategic element of national policy; it enhances predictability; and ensures that leaders have the people necessary to perform assigned missions and tasks.	Identify all TDA required authorizations	Precision	% of required authorizations identified	Unk	>95%	100%
					Accuracy	% of required authorizations that are accurately maintained	Unk	>95%	100%
				Identify all TOE required authorizations	Precision	% of required authorizations identified	Unk	>95%	100%
					Accuracy	% of required authorizations that are accurately maintained	Unk	>95%	100%
				Identify end-strength/operating strength requirements by MOS/Branch	Precision	% of required authorizations identified	Unk	>95%	100%
					Accuracy	% of required authorizations that are accurately maintained	Unk	>95%	100%
				Identify all DMO required authorizations	Precision	% of required authorizations identified	Unk	>95%	100%
					Accuracy	% of required authorizations that are accurately maintained	Unk	>95%	100%
				Validate all required authorizations	Precision	% of required authorizations identified	Unk	>95%	100%
						% of required authorizations align with operational needs	Unk	>95%	≥99%
					Accuracy	% of accurate validations	Unk	>95%	100%
				Validate accession numbers using Programmed Force authorizations	Precision	% of required authorizations align with operational needs	Unk	>95%	≥99%
					Accuracy	% of FY accession numbers complies with allowable personnel budget allocation	Unk	>95%	≥99%
				Access officers and soldiers into unencumbered authorizations/predicted vacancies	Precision	Future requirements are funded within budget guidelines	Unk	>95%	≥99%
1.3.2 Personnel Management – The ability to provide the oversight and provision of human resource policies and programs that contribute to the retention of total force members fully equipped to execute national strategy.	The Army requires the capability to automate and synchronize mission development, recruiting, training and distribution functions with the ARFORGEN process.	The Army requires a capability to validate all personnel data transactions by all Personnel Developers to ensure data accuracy of Service Members .	HR providers rely on numerous personnel databases and automated systems to accomplish manning the force functions. The enduring principle of accuracy is paramount in manning the force because data integration occurs at multiple levels with multiple systems used by decision makers at the National Provider level. HR providers must take ownership of data they control to eliminate or reduce errors that affect manning the force functions.	Include system function in data module that transmits error or verification of data transaction to using Personnel Developer	Interoperability	Data transfers occur without redundancy	N	Y	Y
					Timeliness	% of receipt < 1 minute	Unk	>95%	100%
					Accessibility	Data available through differing components and automated personnel systems, without exception	N		Y
					Accuracy	____% of Personnel Developer inputted transactions made without error	Unk	≥98%	100%
				Include system function in data module that transmits error or data transaction to receiver of transaction	Interoperability	Data transfers occur without redundancy	N	Y	Y
					Timeliness	% of receipt < 1 minute	Unk	>95%	100%
					Accessibility	Data available through differing components without exception	N	Y	Y
				Include system function in data module that transmits receipt of transaction to sender and affected Service Member	Interoperability	Data transfers occur without redundancy	N	Y	Y
					Timeliness	% of receipt < 1 minute	Unk	>95%	100%
					Accessibility	Data available through differing components without exception	N	Y	Y
				Verify transaction accuracy at each personnel echelon	Accuracy	___% Data transfers occur with final transmission accurately	Unk	>95%	100%
					Timeliness	% of receipt < 1 minute	Unk	>95%	100%
					Accessibility	Data available through differing components without exception	N	Y	Y

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
6.1 Information Transport – The ability to transport information and services via assured end-to-end connectivity across the NC environment.	The Army requires the capability to automate and synchronize mission development, recruiting, training and distribution functions with the ARFORGEN process.	The Army requires a capability to seamless network information to communicate across the accession community.	HR providers rely on numerous personnel databases and automated systems to accomplish manning the force functions. The enduring principle of accuracy is paramount in manning the force because data integration occurs at multiple levels with multiple systems used by decision makers at the National Provider level. HR providers must take ownership of data they control to eliminate or reduce errors that affect manning the force functions.	Provide network function to support workforce management	Interoperability	Network infrastructure supports dataflow across components	N	Y	Y
					Accessibility	____% of user-required data available from different components without exception	Unk	≥98%	100%
					Timeliness	Request for data is provided in < 1 minute	N	Y	Y
					Accuracy	____% Data received from all components is current and correct	Unk	>95%	100%
				Provide data query and extraction capabilities	Adaptability	Extraction capabilities allow wide variety of queries for each component in any situation	N	Y	Y
					Accessibility	Data available through differing components without exception	N	Y	Y
					Accuracy	____% Data received from all components is current and correct	Unk	>95%	100%
					Timeliness	Request for data is provided in < 1 minute	N	Y	Y
				Provide a filtered set of results as a pre defined human resource report	Timeliness	Pre-defined data results are provided in < 1 minute	N	Y	Y
					Accessibility	Data available through differing components without exception	N	Y	Y
					Accuracy	____% Data received from all components is current and correct	Unk	>95%	100%
				Provide ability to track, store, and maintain data in a common data warehouse	Timeliness	Data is continually updated and near real time	N	Y	Y
					Accessibility	Data available through differing components without exception	N	Y	Y
					Interoperability	Network infrastructure supports dataflow across components	N	Y	Y
					Accuracy	____% Data received from all components is current and correct	Unk	>95%	100%
6.2.2.4 Content Delivery – The ability to accelerate delivery and improve reliability of enterprise content and services, by optimizing the location and routing of information.	The Army requires the capability to automate and synchronize mission development, recruiting, training and distribution functions with the ARFORGEN process.	The Army requires a capability to employ a singular authoritative data source for HCE cross-system data input and update.	HR providers rely on numerous personnel databases and automated systems to accomplish manning the force functions. The enduring principle of accuracy is paramount in manning the force because data integration occurs at multiple levels with multiple systems used by decision makers at the National Provider level. HR providers must take ownership of data they control to eliminate or reduce errors that affect manning the force functions.	Establish one authoritative source for military record data input and correction	Interoperability	Data update must be multi-directional at multiple echelons for accuracy across the force	Unk	>95%	≥99%
					Accessibility	Data available through differing components without exception	N	Y	Y
					Responsiveness	-Near real-time record validation is accomplished	N	Y	Y
					Accuracy	____% Data received from all components is current and correct	Unk	>95%	100%
				Employ one authoritative source for modifying record data	Interoperability	Data update must be multi-directional at multiple echelons for accuracy across the force.	Unk	>95%	100%
					Timeliness	Modification to data must be disseminated in time to meet operational needs	N	Y	Y
					Trust	Data update will be accomplished instantaneously by respective entity	N	Y	Y
				Employ one authoritative source for transmitting modified data throughout the HR community	Interoperability	Data update must be multi-directional at multiple echelons for accuracy across the force.	Unk	>95%	100%
					Timeliness	Modification to data must be disseminated in time to meet operational needs	Unk	>95%	100%
					Trust	Data update will be accomplished instantaneously by respective entity	N	Y	Y

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
1.3.2.1 Manning – The ability to recruit, retain, sustain, assign, separate and retire members of the Total Force.	The Army requires the capability\ to forecast the human capital needs of the Army	The Army requires a capability to validate and pre-position contracted cadets during their junior year to fulfill ARFORGEN requirements.	As an expeditionary, ARFORGEN-based force, the Army operates in simultaneous and complex environments. Manning the force is a critical function which can only be efficient and responsive to commanders and HR leaders if database changes are made as soon as they become known. This is especially important if skills, capabilities, and special needs of units continue to change to meet operational mission needs. Accessioning officers and soldiers into needed authorizations is vital to assuring the fulfillment of missions as a strategic element of national policy; it enhances predictability; and ensures that leaders have the people necessary to perform assigned missions and tasks.	Forecast number of required units of assignment	Foresight	Number will be determined based on programmed losses or promotions within the force	Unk	Y	Y
					Flexibility	Number of assignments may be modified to align with ARFORGEN criteria	Unk	Y	Y
				Pre-position contracted cadet for branch specialty	Foresight	Schedule for basic officer leaders course during junior year	Unk	Y	Y
					Timeliness	Validate basic officer leaders course start date by January 1 of graduating year	Unk	Y	Y
					Adaptability	Confirm, certify and/or reschedule start date by mid March of graduating year	Unk	Y	Y
				Pre-position contracted cadet for branch assignment	Foresight	Schedule for basic officer leaders course during junior year	Unk	Y	Y
					Timeliness	Validate basic officer leaders course start date by January 1 of graduating year	Unk	Y	Y
					Adaptability	Confirm, certify and/or reschedule start date by mid March of graduating year	Unk	Y	Y
				Forecast contracted cadet for unit of assignment	Foresight	Schedule for unit of assignment during October of graduating year	Unk	Y	Y
					Timeliness	Validate unit of assignment by January 1 of graduating year	Unk	Y	Y
					Adaptability	Confirm, certify and/or realign unit of assignment by mid March of graduating year	Unk	Y	Y
				Assign contracted cadet against authorized position, line number and UIC	Precision	% of cadet assignments align directly with operational needs	Unk	>90%	≥95%
					Timeliness	% of cadets whose arrival date to unit of assignment is within 31 days after completion of basic leaders course	Unk	>90%	≥95%
					Accuracy	% of cadets accurately assigned to vacant positions with minimal overlap of current position holder	Unk	>90%	100%
1.3.2.1 Manning – The ability to recruit, retain, sustain, assign, separate and retire members of the Total Force.	The Army requires the capability to automate and synchronize mission development, recruiting, training and distribution functions with the ARFORGEN process.	The Army requires a capability to align cadet data from current data systems to Army data systems without redundant manual input.	HR providers rely on numerous personnel databases and automated systems to accomplish manning the force functions. The enduring principle of accuracy is paramount in manning the force because data integration occurs at multiple levels with multiple systems used by decision makers at the National Provider level. HR providers must take ownership of data they control to eliminate or reduce errors that affect manning the force functions.	Maintain, collect, and process data using current Army systems	Interoperability	___% Data transferred from and received by Army systems to access a cadet onto active duty through one enterprise system	Unk	>90%	100%
					Accessibility	Data must be accessible and usable by Army systems	N	Y	Y
					Trust	Data update is accomplished in near real-time	N	Y	Y
				Provide data query and extraction capabilities for officer contracts	Flexibility	% of data queries that realign in near real-time due to operational needs	Unk	>90%	≥98%
					Accuracy	% of queries and extractions provide near real time information	Unk	>90%	≥98%
					Adaptability	Variety of data queries or extractions available to solidify contract content	N	Y	Y

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
				Report and graph junior year and senior year contracts	Foresight	Able to predict future officers XX% of time	Unk	>90%	>95%
					Timeliness	Able to determine required branch specialties for operational needs XX% of time	Unk	≥90%	≥98%
						Data is available in time to affect unit of assignment decision	Unk	≥90%	≥98%
				Identify cadets who reported to a resident military course	Foresight	Commander able to verify cadet start date to predict arrival of officer to organization	Unk	≥90%	>95%
					Accessibility	Commander able to verify officer start date for filling unit position	Unk	≥90%	>95%
					Adaptability	Commander able to readjust officer arrival date based on start date of course	Unk	≥90%	>95%
				Track USMA cadets using Current Army systems	Accessibility	Components receive data file on cadet by 31 December of junior year	N	Y	Y
					Interoperability	Data transferable to Army systems without redundant manual input	N	Y	Y
					Foresight	HRC has near real time picture of cadet population potential for future Army growth	N	Y	Y
Distribute									
1.1.1 --- Global Force Management --- The ability to align force apportionment, assignment, and allocation methodologies in support of the National Defense Strategy and joint force availability requirements; present comprehensive insights into the global availability and operational readiness of U.S. military forces; globally source joint force requirements; and provide senior decision makers a vehicle to quickly and accurately assess the impact and risk of proposed allocation, assignment and apportionment changes.	The Army requires the capability to forecast the human capital needs of the Army.	The Army requires the capability to plan, assign, and distribute personnel to the right MOS/ Branch requirement.	An expeditionary ARFORGEN base force setting policy must set the conditions for the Army to provide a structured and analytical means to more effectively allocate existing and predicted service member inventory to meet the specific unit/MOS/grade/time combination requirements of the Army. The output must be a complete distribution strategy that will fit the manning guidance set by the CSA for deployed and deploying units in all categories. It is important to note that the priority is a function of time because of the cyclical nature of deployments and redeployments and must be consistent with targets set by G1 and the HRC manning guidance. The targets are based on the authorization documents and allows Branch Managers to plan for unit manning at any point up to 18 months into the future after receipt of a new PMAD, a new Inventory Projection or any new G1 Manning Guidance.	1. Match service member and leader MOS/branch requirements with prioritized unit assignments.	Accuracy	% of personnel management goals achieved.	Unk	90%	95%
					Responsiveness	Personnel management adapts to notification within ARFORGEN timelines.	Unk	180	180
					Understanding	Assignment correctly matched to service member skill set xx% of the time.	Unk	≥85%	≥99%
				2. Develop a manning plan that forecasts and predicts personnel fills and shortages.	Accuracy	% of the time assignment objectives are met.	Unk	93%	95%
					Responsiveness	Personnel management adapts to notifications within ARFORGEN timelines.	Unk	180	180
					Understanding	MOS/FA matched correctly to service member skill set xx% of the time.	Unk	85%	≥99%
				3. Model personnel targets based on CSA manning guidance and ARFOEGEN unit fills.	Accuracy	% of the time information produces correct assessments.	Unk	95%	≥99%
					Flexibility	Able to adjust to rapidly changing CSA manning guidance.	Unk	Y	Y
					Precision	% target objectives meets unit fills.	Unk	103%	103%

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
	The Army requires the capability to forecast the human capital needs of the Army.	The Army requires the capability to manage, advance and retain sufficiently experienced, educated, and versatile service members.	An expeditionary ARFORGEN base force setting policy must set the conditions for the Army to provide a structured and analytical means to more effectively allocate existing and predicted service member inventory to meet the specific unit/MOS/grade/time combination requirements of the Army. The output must be a complete distribution strategy that will fit the manning guidance set by the CSA for deployed and deploying units in all categories. It is important to note that the priority is a function of time because of the cyclical nature of deployments and redeployments and must be consistent with targets set by G1 and the HRC manning guidance. The targets are based on the authorization documents and allows Branch Managers to plan for unit manning at any point up to 18 months into the future after receipt of a new PMAD, a new Inventory Projection or any new G1 Manning Guidance.	4. Enter, modify, and/or delete personnel distribution data transactions via a user interface.	Accuracy	% of personnel manning requirements met.	Unk	90%	≥99%
					Accessibility	% of Joint services with authorized access to HR life cycle data.	Unk	≥90%	≥99%
					Interoperability	% of the time able to liaise with Joint and other government agencies.	Unk	≥90%	≥99%
					Precision	% of documented actions performed without error.	Unk	≥95%	≥99%
				5. Project status of officer and enlisted assignments to units and organizations.	Foresight	Future requirements are accurately predicted and planned for.	Y	Y	Y
					Flexibility	Ability to change/adjust assignments due to changes in manning guidance.	Y	Y	Y
					Adaptability	Ability to continue to operate with a reduced force.	Y	Y	Y
					Precision	% of projected assignment actions performed without error.	Unk	≥85%	≥95%
				6. Reduce the number of times data is collected on service members by consolidating or merging data input requirements.	Accuracy	% of data accurately maintained.	Unk	85%	95%
					Accessibility	% of the time able to liaise with Joint and other government agencies.	Unk	≥90%	≥99%
					Interoperability	% of Joint services with authorized access to HR life cycle data.	Unk	≥90%	≥99%
					Precision	_____# of times data collected on service members to produce assignment orders without error.	Unk	≥5	≥2
				7. Model and align PME timelines with ARFORGEN unit fills.	Human Dimension	CPS components essential for development and preparation for service members prior deployment.	Unk	Y	Y
					Foresight	% of service member's future assignment instructions completed, without error, to support unit ARFORGEN timelines.	Unk	≥90%	≥99%
	The Army requires the capability to forecast the human capital needs of the Army.	The Army requires the capability to perform assignment management.	An expeditionary ARFORGEN base force setting policy must set the conditions for the Army to provide a structured and analytical means to more effectively allocate existing and predicted service member inventory to meet the specific unit/MOS/grade/time combination requirements of the Army. The output must be a complete distribution strategy that will fit the manning guidance set by the CSA for deployed and deploying units in all categories. It is important to note that the priority is a function of time because of the cyclical nature of deployments and redeployments and must be consistent with targets set by G1 and the HRC manning guidance. The targets are based on the authorization documents and allows Branch Managers to plan for unit manning at any point up to 18 months into the future after receipt of a new PMAD, a new Inventory Projection or any new G1 Manning Guidance.	8. Plan and place personnel on permanent assignment orders.	Foresight	Allocate existing and predicted service member inventory to meet specific Army requirements.	Unk	Y	Y
					Interoperability	% of critical operational data is available for sharing.	Unk	≥90%	≥99%
					Precision	% of time able to meet QDA manning guidance.	Unk	≥90%	≥95%
					Human Dimension	CPS components essential for development and preparation for service members prior deployment.	Unk	Y	Y
				9. Plan and place personnel on temporary duty assignment orders.	Foresight	Allocate existing and predicted service member inventory to meet specific Army requirements.	Unk	Y	Y
					Precision	% of time able to meet HQDA manning guidance.	Unk	90%	95%
					Human Dimension	CPS components essential for development and preparation for service members prior deployment.	Unk	Y	Y
					Interoperability	% of critical operational data is available for sharing.	Unk	90%	≥99%
				10. Maintain Assignment Action Data via User Interface.	Accuracy	% of personnel management goals achieved.	Unk	≥90%	≥95%
					Interoperability	% of critical operational data is available for sharing.	Unk	90%	≥99%

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
				11. Enter, modify, and/or delete assignment action data transactions via a user interface.	Accuracy	% of personnel manning requirements met.	Unk	93%	95%
					Accessibility	% of Joint services with authorized access to HR life cycle data as required.	Unk	≥90%	≥99%
					Interoperability	% of the time able to liaise with Joint and other government agencies.	Unk	90%	≥99%
				12. Eliminate redundant entries associated with assignment management.	Accuracy	% of personnel manning requirements met.	Unk	95%	95%
						% of the time able to liaise with Joint and other government agencies.	Unk	≥90%	≥99%
					Understanding	% of the time able to liaise with Joint and other government agencies.	Unk	90%	≥99%
					Precision	_____# of times data collected on service members to produce assignment orders without error.	Unk	≥5	≥2
1.3.2 --- Personnel Management --- The Army requires the capability to monitor unit leadership transitions following redeployment to ensure units maintain adequate leader-to-led ratios throughout the ARFORGEN RESET phase.	The Army requires the capability to see ourselves across and between HR functions.	The Army requires a capability to synchronize professional development training and schools with	An expeditionary ARFORGEN base force setting policy must set the conditions for the Army to provide a structured and analytical means to more effectively allocate existing and predicted service member inventory to meet the specific unit/MOS/grade/time combination requirements of the Army. The output must be a complete distribution strategy that will fit the manning guidance set by the CSA for deployed and deploying units in all categories. It is important to note that the priority is a function of time because of the cyclical nature of deployments and redeployments and must be consistent with targets set by G1 and the HRC manning guidance. The targets are based on the authorization documents and allows Branch Managers to plan for unit manning at any point up to 18 months into the future after receipt of a new PMAD, a new Inventory Projection or any new G1 Manning Guidance.	13. Predict personnel targets based on HQDA manning guidance and ARFOEGEN unit fills.	Foresight	% of the time predicted assessments prove to be true.	Unk	95%	≥99%
					Accuracy	% of personnel management goals achieved.	Unk	95%	95%
				14. Model and align PME timelines with ARFORGEN unit fills.	Timeliness	___% of service members meet PME milestones in a timely manner.	Unk	≥90%	≥99%
					Accuracy	% of the time decisions accommodate change without detracting from primary mission.	Unk	95%	≥99%
	The Army requires the capability to see ourselves across and between HR functions.	The Army requires the capability to achieve appropriate levels of unit manning by targeting arrival of officer and enlisted service members to units and organizations.		15. Extract, store, and query data concerning personnel fill requirements and personnel readiness data of units and organizations.	Accuracy	% of personnel fill requirements met.	Unk	95%	95%
					Foresight	Future conditions are accurately predicted xx% of the time.	Unk	90%	≥99%
					Accessibility	Access and retrieve relevant data from multiple sources with a xx% success rate.	Unk	≥90%	≥99%
				16. Identify and eliminate redundancies associated with verification of assignment instructions.	Precision	% of decreased data inputs yielding the desire end state.	Unk	90%	≥99%
					Accuracy	% of the time integrated information produces correct assessments.	Unk	90%	≥99%
					Interoperability	% of critical operational data is available for sharing.	Unk	90%	≥99%
				17. Reduce the number of times data is collected on service members by consolidating or merging data input requirements.	Precision	% of the time collected data is merged decreasing redundancy.	Unk	≥90%	≥99%
					Innovation	New ideas and procedures are introduced and implemented.	Unk	Y	Y
					Accuracy	% of data accurately maintained.	Unk	≥90%	≥99%
	The Army requires the capability to see ourselves across and between HR functions.	The Army requires the capability to monitor unit leadership transitions following redeployment to update changes to the current and projected status of		18. Develop manning plan that ensures PME and developmental assignments give service member proper education.	Understanding	% of developmental experiences that transfer to professional performance.	Unk	≥80%	≥90%
					Accuracy	Future requirements correctly identified % of the time.	Unk	≥80%	≥90%
					Flexibility	% of officers and service members not able to meet ARFORGEN guidance.	Unk	≥10%	≤2%
				19. Reduce the number of times data is collected on service members by consolidating or merging data input requirements.	Accuracy	% of data accurately maintained.	Unk	≥90%	≥99%
					Interoperability	% of the time able to liaise with Joint services and other government agencies.	Unk	≥90%	≥99%
					Accessibility	% of Joint services with authorized access to HR life cycle data.	Unk	≥90%	≥99%

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
	The Army requires the capability to see ourselves across and between HR functions.	The Army Human Capital Enterprise (HCE) requires the capability to extract, store, and query all data concerning the current and projected officer and enlisted assignment and personnel fill requirements and readiness distribution plans in order to provide an HCE Common	An expeditionary ARFORGEN base force setting policy must set the conditions for the Army to provide a structured and analytical means to more effectively allocate existing and predicted service member inventory to meet the specific unit/MOS/grade/time combination requirements of the Army. The output must be a complete distribution strategy that will fit the manning guidance set by the CSA for deployed and deploying units in all categories. It is important to note that the priority is a function of time because of the cyclical nature of deployments and redeployments and must be consistent with targets set by G1 and the HRC manning guidance. The targets are based on the authorization documents and allows Branch Managers to plan for unit manning at any point up to 18 months into the future after receipt of a new PMAD, a new Inventory Projection or any new G1 Manning Guidance.	20. Maintain Personnel Distribution Plans and Data via User Interface.	Interoperability	% of the time able to liaise with Joint services other government agencies.	Unk	≥90%	≥99%
				21. Monitor policy or CSA manning guidance that may affect distribution plans.	Accuracy	% of the time assignment data is accurately stored and able to be shared.	Unk	≥90%	≥99%
				22. Identify and eliminate redundancies associated with verification of assignment instructions.	Precision	% of data inputs decreased yielding the desired end state.	Unk	95%	≥99%
				23. Model personnel targets based on HQDA manning guidance and ARFORGEN unit fills.	Responsiveness	Future conditions are accurately predicted xx% of the time.	Unk	95%	≥99%
				24. Forecast officer and enlisted targeting models to project future shortages or overages due to changes in deployment timelines.	Flexibility	Able to adjust to rapidly changing HQDA manning guidance.	Y	Y	Y
				25. Plan, manage, and align assignment instructions, PCS, and temporary duty service member requisitions with HQDA manning guidance.	Foresight	Able to adjust to rapidly changing HQDA manning guidance.	Y	Y	Y
					Human Dimension	CPS components essential for development and preparation for service members prior deployment.	Unk	Y	Y
					Precision	% of time able to meet HQDA manning guidance.	Unk	≥90%	≥95%
1.3.2 --- Personnel Management --- The Army requires the capability to manage, advance and retain sufficiently experienced, educated and versatile service members by completion of gateway education and experiences for each grade without regard to year group or time in grade.	The Army requires the capability to predict the impacts of proposed changes to force structure, policy, deployment schedules and training resources.	The Army requires the capability to make changes concerning the officer and enlisted distribution plans.	An expeditionary ARFORGEN base force setting policy must set the conditions for the Army to provide a structured and analytical means to more effectively allocate existing and predicted service member inventory to meet the specific unit/MOS/grade/time combination requirements of the Army. The output must be a complete distribution strategy that will fit the manning guidance set by the CSA for deployed and deploying units in all categories. It is important to note that the priority is a function of time because of the cyclical nature of deployments and redeployments and must be consistent with targets set by G1 and the HRC manning guidance. The targets are based on the authorization documents and allows Branch Managers to plan for unit manning at any point up to 18 months into the future after receipt of a new PMAD, a new Inventory Projection or any new G1 Manning Guidance.	26. Maintain Personnel Distribution Plans and Data via User Interface.	Accessibility	Adequate information systems to maintain information flow between organizations.	Unk	Y	Y
					Flexibility	Modifications to existing plans are completed and disseminated in time to meet operational needs.	Unk	Y	Y
				27. Monitor policy and CSA manning guidance that may affect distribution plans.	Adaptability	Individuals/Units able to adjust to changing environments, requirement, or situations by: 1) reduced time to change/rescind orders, 2) reduced numbers of service members impacted by changes, 3) Units experience quicker personnel fill to meet ARFORGEN requirements, 4)reduced number of service members experiencing hardships as a result of orders changes, etc.	Unk	Y	Y
					Responsiveness	Capture changing guidance and operational needs IOT adjusted personnel distribution requirements to meet ARFORGEN manning guidance	Unk	Y	Y

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
1.3.2 --- Personnel Management -- The Army requires the capability to achieve appropriate levels of unit manning and equipping necessary to fully leverage MRE collective events.	The Army requires the capability to automate and synchronize mission development, recruiting, training, and distribution functions with the ARFORGEN process.	The Army requires the capability to provide Personnel Distribution Workflow.		28. Forecast officer and enlisted targeting models to project future shortages or overages due to changes in deployment timelines.	Foresight	% of time future conditions are accurately predicted.	Unk	95%	≥99%
					Accuracy	% of time integrated information produces correct assessment.	Unk	95%	≥99%
						% of time provided information is collated accurately.	Unk	95%	≥99%
					Flexibility	% of personnel fill requirements met.	Unk	85%	95%
				29. Manage and align assignment instructions, PCS, and temporary duty service member requisitions with HQDA manning guidance.	Timeliness	Data is available in time to affect decisions/changes for PME ____% of the time.	Unk	≥90%	≥99%
					Foresight	% of time future conditions are accurately predicted.	Unk	95%	≥99%
					Accuracy	% of time integrated information produces correct assessment.	Unk	95%	≥99%
						% data/information is collated accurately.	Unk	95%	≥99%
	The Army requires the capability to automate and synchronize mission development, recruiting, training, and distribution functions with the ARFORGEN process.	The Army requires the capability to process assignment reports.	An expeditionary ARFORGEN base force setting policy must set the conditions for the Army to provide a structured and analytical means to more effectively allocate existing and predicted service member inventory to meet the specific unit/MOS/grade/time combination requirements of the Army. The output must be a complete distribution strategy that will fit the manning guidance set by the CSA for deployed and deploying units in all categories. It is important to note that the priority is a function of time because of the cyclical nature of deployments and redeployments and must be consistent with targets set by G1 and the HRC manning guidance. The targets are based on the authorization documents and allows Branch Managers to plan for unit manning at any point up to 18 months into the future after receipt of a new PMAD, a new Inventory Projection or any new G1 Manning Guidance.	30. Maintain and collect assignment action data via user interface or external sources.	Accuracy	% of the time assignment data is accurately stored and able to be shared.	Unk	90%	≥99%
						% of correct service member data/ information accurately stored and available for use.	Unk	95%	≥99%
					Precision	% of time able to meet HADQ manning guidance.	Unk	95%	95%
					Interoperability	%of critical and authorized data available for systems sharing.	Unk	90%	≥99%
						Able to liaise with Joint services and other government agencies.	Unk	Y	Y
				31. Provide assignment action workflow.	Accuracy	% of the time assignment data is accurately stored and able to be shared.	Unk	≥90%	≥99%
					Adaptability	Able to adjust to rapidly changing HQDA manning guidance.	Unk	Y	Y
					Foresight	Future conditions are accurately predicted xx% of the time.	Unk	95%	≥99%
				32. Send assignment action data to external sources.	Accuracy	% of the time assignment data is accurately store and able to be shared.	Unk	90%	≥99%
						% of correct service member data/ information accurately stored and available for use	Unk	95%	≥99%
					Interoperability	%of critical and authorized data is available for sharing.	Unk	90%	≥99%
						Able to liaise with other government agencies.	Unk	Y	Y

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
	The Army requires the capability to automate and synchronize mission development, recruiting, training, and distribution functions with the ARFORGEN process.	The Army requires a capability to process Personnel Development Assignment Request Data.	An expeditionary ARFORGEN base force setting policy must set the conditions for the Army to provide a structured and analytical means to more effectively allocate existing and predicted service member inventory to meet the specific unit/MOS/grade/time combination requirements of the Army. The output must be a complete distribution strategy that will fit the manning guidance set by the CSA for deployed and deploying units in all categories. It is important to note that the priority is a function of time because of the cyclical nature of deployments and redeployments and must be consistent with targets set by G1 and the HRC manning guidance. The targets are based on the authorization documents and allows Branch Managers to plan for unit manning at any point up to 18 months into the future after receipt of a new PMAD, a new Inventory Projection or any new G1 Manning Guidance.	33. Incorporate Army G1 Manning Guidance.	Accuracy	% of the time assignment data is accurately stored and able to be shared.	Unk	90%	≥99%
						% of correct service member data/ information accurately stored and available for use.	Unk	95%	≥99%
					Flexibility	% of decisions accommodate change without detracting from the primary mission.	Unk	90%	≥99%
				34. Develop manning plan that ensures PME and developmental assignments give service member proper education.	Understanding	Understand Army requirements and service member desires.	Unk	Y	Y
					Foresight	Future conditions are accurately predicted xx% of the time.	Unk	85%	95%
					Accessibility	Adequate information systems to maintain information flow between organizations.	Unk	Y	Y
					Accuracy	% of service member/Officer PME requirements accommodated within Army requirements and ARFORGEN timelines	Unk	95%	≥99%
				35. Defining algorithms to process data and perform model simulation to support what-if scenarios are captured.	Precision	% of time able to meet HQDA manning guidance.	Unk	90%	95%
					Accuracy	% of the time assignment data is accurately stored and able to be shared.	Unk	90%	≥99%
						% of correct service member data/ information accurately stored and available for use.	Unk	95%	≥99%
					Interoperability	%of critical and authorized data is available for sharing.	Unk	90%	≥99%
						Able to liaise with Joint services and other government agencies.	Unk	Y	Y
					Flexibility	% of decisions accommodate change without detracting from the primary mission.	Unk	90%	95%
				36. Validate and verify personnel actions.	Accuracy	% of the time assignment data is accurately store and able to be shared.	Unk	90%	≥99%
						% of correct service member data/ information accurately stored and available for use.	Unk	95%	≥99%
					Interoperability	%of critical and authorized data is available for sharing.	Unk	90%	≥99%
						Able to liaise with Joint services other government agencies.	Unk	Y	Y

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
Policy						Measure	Current	2015 Threshold	2024 Objective
Develop									
1.3.2 Personnel Management – The ability to provide the oversight and provision of human resource policies and programs that contribute to the retention of total force members fully equipped to execute national strategy.	The Army requires the ability to forecast the human capital needs of the Army	1. The Army requires a capability to track and manage Initial Military Training (IMT) class fills for all Branches / MOS's by component and adjust the	An expeditionary ARFORGEN base force setting policy must set the conditions for the Army to provide a structured and analytical means to more effectively allocate existing and predicted service member inventory to meet the specific unit/MOS/grade/time combination requirements of the Army. The output must be a complete distribution strategy that will fit the manning guidance set by the CSA for deployed and deploying units in all categories. It is important to note that the priority is a function of time because of the cyclical nature of deployments and redeployments and must be consistent with targets	1.1 Manage all start and end dates of training	Flexibility	%of changes to forecasted dates	ink	<10%	<3%
				1.2 Track number of seats by MOS	Accuracy	number of incorrect seat assignments	ink	<3%	0
				1.3 Monitor by MOS historically unfilled slots (redistribute slots)	Precision	%of lost slots	ink	<5%	<=1%
				1.4 Track the number and percentage of graduation rates	Accuracy	inaccurate graduation rates	ink	<5%	<2%
				1.5 Track attrition rates by cause (e.g. illness, failure etc)	Accuracy	#of times information is collated correctly	ink	98%	100%
				1.6 Review any changes in structure or policy that will effect school dates or sizes	Timeliness	months before changes are implemented	ink	<9	<3
1.1.2 Force Configuration – The ability to take DOTMLPF requirements and translate them into programs and structure to accomplish the missions and functions required by the Secretary of Defense.	The Army requires the ability to predict the impacts of proposed changes to force structure, policy, deployment	2.The Army needs the ability to track and assess the impact of changes to IMT / PME course length	An expeditionary ARFORGEN base force setting policy must set the conditions for the Army to provide a structured and analytical means to more effectively allocate existing and predicted service member inventory to meet the specific unit/MOS/grade/time combination requirements of the Army. The output must be a complete distribution strategy that will fit the manning guidance set by the CSA for deployed and deploying units in all categories. It is important to note that the priority is a function of time because of the cyclical nature of deployments and redeployments and must be consistent with targets set by G1 and the HRC manning guidance. The targets are based on the authorization documents and allows Branch Managers to plan for unit manning at any point up to 18 months into the future after receipt of a new PMAD, a new Inventory Projection or any new G1 Manning Guidance.	2.1 Modify training structure as mission dictates (distance learning, MTT etc)	Flexibility	time it takes to modify training structure	ink	<3wks	1wk
	The Army requires the ability to predict the impacts of proposed changes to force structure, policy, deployment schedules and training resources	3. The Army requires the capability to track and manage all Professional Military Education (PME) class fills for all Branches /		3.1 Manage all start and end dates of training	Responsiveness	#of days before changes are sent out to the Force	ink	<5	<2
				3.3 Track number of seats by MOS	Precision	#errors in seats by MOS each class	ink	<8	<1
				3.4 Track the number and percentage of graduation rates	Accuracy	%accuracy of information	ink	100%	100%
				3.5 Track attrition rates by cause (e.g. illness, failure etc.)	Accuracy	% of accurate data	ink	> 85	> 99
				3.6 Review any changes in structure or policy that will effect school dates or sizes	Efficiency	#of times new data is entered	ink	>1	1
				3.7 Monitor un-forecast unit and individual deployments	Accuracy	#of times information is collated correctly	ink	>98%	100%
6.2.2.4 Content The ability to accelerate delivery and improve reliability of enterprise content and services, by optimizing the location and routing of information.	The requires the ability to automate and synchronize mission development, recruiting, training and distribution functions with the	4. The Army requires the capability to track and assess civilian education and fellowships opportunities provided to	Within the construct of a fluid ARFORGEN cycle, the Army must be able to identify the training and skills of all individuals. To ensure we put the right person in the right job at the right time.	4.1 Track and monitor all government financed civilian education	Accuracy	%accuracy of information	ink	>95	>98%
				4.2 Monitor any incurred obligations due to civilian education e.g.. TA, Fellowships etc.	Accuracy	%accuracy of information	ink	>95%	>98%
				4.3 Monitor education garnered without government funding	Precision	%accuracy of information	ink	>90%	>95%
				3.4 Update education records	Timeliness	%records up to date	ink	>95%	99%
	The Army requires the ability to see ourselves across and between HR functions	5. The Army requires the capability to monitor and manage all Officer and	In order for the United States Accessions Command to fill Army Units at the individual Soldier and Officer levels they must be able to see themselves.	5.1 Access and manage all training and education records from induction to retirement	Accuracy	%records up to date	ink	>95%	99%
				5.2 Ensure individuals complete all gates for advancement	Accuracy	% of eligible service members that have completed all advancement gates	ink	> 75%	>90%

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
Policy						Measure	Current	2015 Threshold	2024 Objective
Deploy									
1.3 Human Capital Management 1.3.2 Personnel Management	The Army requires the ability to forecast the human capital needs of the Army	The Army requires a capability to update personnel, pay, and health records of personnel prior to, during, and upon redeployment.	HR providers rely on numerous personnel databases and automated systems to accomplish manning the force functions. The enduring principle of accuracy is paramount in manning the force because data integration occurs at multiple levels with multiple systems used by decision makers at the National Provider level. HR providers must take ownership of data they control to eliminate or reduce errors that affect manning the force functions.	Update pay, personnel, and health records of Active Component personnel (conduct Soldier Readiness Processing). Update pay, personnel, and health records (conduct Soldier Readiness Processing) of Reserve Component personnel mobilized for deployment as their status changes from IDT, to mobilized and back to IDT, or IDT to AD / AGR / ADOS-AD / ADOS-RC and back to IDT.	Accessibility	# of times data must be input	3	<3	1
					Accuracy	# of records updated without errors	Unk	>85%	100%
					Timeliness	% of soldier records that have been updated within the last 6 months	Unk	>85%	100%
1.4 Health Readiness 1.4.1 Force Health Protection **1.2 Force preparation** 1.2.1 Training 1.2.3 Educating	The Army requires the ability to predict the impacts of proposed changes to force structure, policy, deployment schedules and training resource	The Army requires a capability to evaluate the effects of mobilization and deployment on the personnel development system	The Army requires the capability to track and manage all Professional Military Education (PME) class fills for all Branches / MOS's by component and adjust the number of classes to accommodate changes to student load requirements and differences in student fill	Evaluate the effects of Combat Stress Rapidly assess Soldiers to identify those that are likely to engage in high risk or self-destructive behaviors and track mitigation efforts Evaluate the changes required to develop a soldier	Flexibility	% of unit formally evaluated after combat operations	Unk	>80%	>90%
					Foresight	% of soldiers that have been evaluated during the month	Unk	>80%	>90%
					Innovation	amount of time takes to accept and use new ideas once recommended	Unk	<60	<10
1.2 Force preparation 1.2.1 Training 1.2.3 Educating	The Army requires the ability to see ourselves across and between HR functions	The Army requires the capability to provide recommendations on civilian mobilization planning and management	HR providers rely on numerous personnel databases and automated systems to accomplish manning the force functions. The enduring principle of accuracy is paramount in manning the force because data integration occurs at multiple levels with multiple systems used by decision makers at the National Provider level. HR providers must take ownership of data they control to eliminate or reduce errors that affect manning the force functions.	Ensure military personnel are trained to operate with and support civilian personnel Conduct non-combatant evacuation repatriate civilians	Interoperability	%of unit that has received formal training on working closely with civilian personnel	Unk	>80%	>95%
					Human Dimension	Amount of time it takes to non - combatant evacuation	Unk	< 30	<15
					Adaptability	Amount of time it takes to repatriate civilians	Unk	< 30	< 15

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
Policy						Measure	Current	2015 Threshold	2024 Objective
Compensate									
1.3.2.2 Compensation – The ability to develop, implement and oversee policies that maintain fair and competitive pay, and entitlement systems.	The Army requires the capability to see ourselves across and between HR functions.	C1- The Army requires the capability to provide commanders at all levels with Soldier compensation information, including pay, bonuses and special pay, as needed, without redundant data collection, in order to provide an HCE COP.	Given a requirement to monitor financial actions and access to all related databases, systems, and regulations	Extract, store, and query data concerning Soldier Pay	Accuracy	% of data that is accurately displayed	UNK	95%	≥99%
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Understanding	Displayed information is understood	UNK	Y	Y
				Extract, store, and query data concerning the number and status of all Soldiers who have been paid or are scheduled to be paid special pay or incentive pay	Accuracy	% of data that is accurately displayed	UNK	95%	≥99%
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Understanding	Displayed information is understood	UNK	Y	Y
				Extract, store, and query data concerning the number and status of all Soldiers who have been paid or are scheduled to be paid an enlistment or reenlistment bonus	Accuracy	% of data that is accurately displayed	UNK	95%	≥99%
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Understanding	Displayed information is understood	UNK	Y	Y
1.3.2.2 Compensation – The ability to develop, implement and oversee policies that maintain fair and competitive pay, and entitlement systems.	The Army requires the capability to forecast the human capital needs of the Army The Army requires the capability to Predict the impacts of proposed changes to force structure, policy, deployment schedules and training resources.	C2- The Army requires the capability to model and predict changes in policy affecting Soldier compensation information, including pay, bonuses and Incentive/special pay in order to provide senior leaders with accurate information and decision making tools.	Given a directed change to policy affecting compensation and access to all related databases, systems, and regulations and the requirement to determine the effects of the directed changes.	Determine the impact of changes in basic pay rates	Accuracy	% of time information is collated accurately	UNK	90%	95%
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Determine the impact of changes in bonus pay rates and policies	Accuracy	% of time information is collated accurately	UNK	90%	95%
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Determine the impact of changes in Incentive/Special pay rates and policies	Accuracy	% of time information is collated accurately	UNK	90%	95%
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
1.3.2.2 Compensation – The ability to develop, implement and oversee policies that maintain fair and competitive pay, and entitlement systems.	The Army requires the capability to automate and synchronize mission development, recruiting, training and distribution functions with the ARFORGEN process.	C3- The Army requires the capability to pay Soldiers according to their authorized grade, including any additionally authorized supplemental pay and minus any authorized deductions or debt and seamlessly affect changes to pay as they occur in order to compensate Soldiers.	Given a requirement to pay Soldiers and access to all required databases, systems, and regulations.	Determine and verify the eligibility for military pay when Soldiers Enter or Leave military service	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Determine and verify Changes to a Soldiers Basic Pay and affect the authorized changes When they occur	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Determine and verify eligibility for special pay and incentive pay as Soldiers eligibility changes	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Determine and verify debt to the government owed by Soldiers as they are documented	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Modify allotments from a Soldiers pay as changes occur	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	% of time information is collated accurately	UNK	95%	100%
				Modify the Direct Deposit account for a Soldiers Pay when changes occur	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	% of time information is collated accurately	UNK	95%	100%
				Input, investigate, and respond to a Soldiers pay inquiry as needed	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	% of time information is collated accurately	UNK	95%	100%
1.3.2.2 Compensation – The ability to develop, implement and oversee policies that maintain fair and competitive pay, and entitlement systems.	The Army requires the capability to automate and synchronize mission development, recruiting, training and distribution functions with the ARFORGEN process.	C4- The Army requires the capability to provide non-monetary benefits in order to compensate Soldiers.	Given a requirement to provide Soldiers with non-monetary benefits and access to all required databases, systems, and regulations.	Provide Health, Dental, and Vision Benefits	Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	Benefits are conferred to all eligible Soldiers, and no ineligible individuals	UNK	Y	Y
					Efficiency	# of times/systems data is entered	UNK	≥1	1
				Provide Life Insurance Benefits	Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	Benefits are conferred to all eligible Soldiers, and no ineligible individuals	UNK	Y	Y
					Efficiency	# of times/systems data is entered	UNK	≥1	1
				Provide Retirement Savings Plan (Thrift Savings Plan (TSP))	Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
					Accuracy	Benefits are conferred to all eligible Soldiers, and no ineligible individuals	UNK	Y	Y
					Efficiency	# of times/systems data is entered	UNK	≥1	1
				Provide Initial Issue of clothing bag items and maintenance allowance	Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	Benefits are conferred to all eligible Soldiers, and no ineligible individuals	UNK	Y	Y
					Efficiency	# of times/systems data is entered	UNK	≥1	1
				Provide housing and sustenance	Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	Benefits are conferred to all eligible Soldiers, and no ineligible individuals	UNK	Y	Y
					Efficiency	# of times/systems data is entered	UNK	≥1	1
Transition									
1.3.2.1 Manning – The ability to recruit, retain, sustain, assign, separate and retire members of the Total Force.	The Army requires the capability to see ourselves across and between HR functions.	T1- The Army requires the capability to view and track Soldiers transitioning out of the Army in real time, without redundant data collection requirements, in order to provide a Human Capital Enterprise (HCE) Common Operating Picture (COP)	Given a requirement to monitor Soldiers leaving active duty and access to all related databases, systems, and regulations	Provide Discharge report	Accuracy	% of data that is accurately displayed	UNK	95%	≥99%
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Understanding	Displayed information is understood	UNK	Y	Y
				Provide Transfer report	Accuracy	% of data that is accurately displayed	UNK	95%	≥99%
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Understanding	Displayed information is understood	UNK	Y	Y
				Provide Retirement report	Accuracy	% of data that is accurately displayed	UNK	95%	≥99%
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Understanding	Displayed information is understood	UNK	Y	Y

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
1.3.2.1 Manning – The ability to recruit, retain, sustain, assign, separate and retire members of the Total Force.	The Army requires the capability to see ourselves across and between HR functions.	T2- The Army requires the capability to view and track Soldiers transitioning between components in real time, without redundant data collection requirements, in order to provide an HCE COP	Given a requirement to monitor Soldiers transitioning between components and access to all related databases, systems, and regulations	Provide Discharge report	Accuracy	% of data that is accurately displayed	UNK	95%	≥99%
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Understanding	Displayed information is understood	UNK	Y	Y
				Provide Transfer report	Accuracy	% of data that is accurately displayed	UNK	95%	≥99%
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Understanding	Displayed information is understood	UNK	Y	Y
				Provide Recall report	Accuracy	% of data that is accurately displayed	UNK	95%	≥99%
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Understanding	Displayed information is understood	UNK	Y	Y
1.1.1.2 Assignment – The ability to place forces and resources under the combatant command authority of a combatant commander IAW Title 10 USC Section 162.	The Army requires the capability to forecast the human capital needs of the Army The Army requires the capability to Predict the impacts of proposed changes to force structure, policy, deployment schedules and training resources.	T3- The Army requires the capability to model and predict the impact of Soldiers transitioning between components in response to proposed changes to existing conditions in order to provide senior leaders with accurate information and decision making tools	Given a proposed change to policy affecting Soldiers transitioning between components or changes to policy in other areas that rely on accurate predictions of Soldiers transferring, access to all related databases, systems, and regulations, and the requirement to determine the effects of the directed changes.	Forecast transitioning Soldiers	Accuracy	% of time information is collated accurately	UNK	95%	≥99%
					Foresight	% of transitioning Soldiers correctly identified	UNK	95%	≥99%
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources	UNK	Y	Y
				Report data on transitioning Soldiers	Timeliness	Information is available in time to support decisions	UNK	Y	Y
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources	UNK	Y	Y
				Simulate effects of transitioning Soldiers in response to changes and compare to force status without changes	Timeliness	Information is available in time to support decisions	UNK	Y	Y
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources	UNK	Y	Y

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
1.1.1.2 Assignment – The ability to place forces and resources under the combatant command authority of a combatant commander IAW Title 10 USC Section 162.	The Army requires the capability to forecast the human capital needs of the Army The Army requires the capability to Predict the impacts of proposed changes to force structure, policy, deployment schedules and training	T4- The Army requires the capability to model and predict the impact of Soldiers transitioning within components in response to proposed changes to existing conditions in order to	Given a proposed change to policy affecting Soldiers transitioning within components or changes to policy in other areas that rely on accurate predictions of Soldiers transferring, access to all related databases, systems, and regulations, and the requirement to determine the effects of the directed changes.	Forecast transitioning Soldiers	Accuracy	% of time information is collated accurately	UNK	95%	≥99%
					Foresight	% of transitioning Soldiers correctly identified	UNK	95%	≥99%
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources	UNK	Y	Y
				Report data on transitioning Soldier	Timeliness	Information is available in time to support decisions	UNK	Y	Y
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources	UNK	Y	Y
				Simulate effects of transitioning Soldiers in response to changes and compare to force status without changes	Timeliness	Information is available in time to support decisions	UNK	Y	Y
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources	UNK	Y	Y
1.3.2.1 Manning – The ability to recruit, retain, sustain, assign, separate and retire members of the Total Force.	The Army requires the capability to automate and synchronize mission development, recruiting, training and distribution functions with the ARFORGEN process.	T5- The Army requires the capability to transition Soldiers out of the Army on their separation date in order to maintain a quality, all volunteer, force at authorized end-strength	Given a requirement to process a recommendation for discharge and access to all applicable databases, systems and regulations.	Access Soldiers records during separation processing and accurately create and issue DD Form 214 (certificate of release or discharge from Active Duty)	Accuracy	% of time information is collated accurately	UNK	95%	≥99%
					Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources	UNK	Y	Y
				Confirm the conditions of separation and ensure that the separation is authorized and characterized properly	Accuracy	% of time information is collated accurately	UNK	95%	100%
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
					Efficiency	# of times/systems data is entered	UNK	≥1	1
				Confirm the conditions of involuntary separation and ensure that the separation is warranted and characterized properly	Accuracy	% of time information is collated accurately	UNK	95%	100%
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
					Efficiency	# of times/systems data is entered	UNK	≥1	1
				Determine the retirement eligibility of a Soldier and ensure that benefits are conferred to eligible Soldiers	Accuracy	% of time information is collated accurately	UNK	95%	100%
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
					Efficiency	# of times/systems data is entered	UNK	≥1	1
1.1.1.2 Assignment – The ability to place forces and resources under the combatant command authority of a combatant commander IAW Title 10 USC Section 162.	The Army requires the capability to automate and synchronize mission development, recruiting, training and distribution functions with the ARFORGEN process.	T6- The Army requires the capability to transition Soldiers between components in order to maintain readiness.	Given a requirement to process a recommendation for transfer between components and access to all applicable databases, systems and regulations.	Transition Soldier from Active Duty to IRR/IMA	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Timeliness	Transition is completed rapidly	UNK	96 HRS	72 HRS
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
				Transition Soldier from Active Duty to IDT	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Timeliness	Transition is completed rapidly	UNK	96 HRS	72 HRS
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
				Transition Soldier from Active Duty to AGR	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Timeliness	Transition is completed rapidly	UNK	36 HRS	24 HRS
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
				Transition Soldier from IDT to Active Duty	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Timeliness	Transition is completed rapidly	UNK	96 HRS	72 HRS
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
				Transition Soldier from IRR/IMA to Active Duty	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Timeliness	Transition is completed rapidly	UNK	96 HRS	72 HRS

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
Policy						Measure	Current	2015 Threshold	2024 Objective
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
				Transition Soldier from AGR to Active Duty	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Timeliness	Transition is completed rapidly	UNK	36 HRS	24 HRS
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
				Transition Soldier from Retired Reserves to Active Duty when recalled	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Timeliness	Transition is completed rapidly	UNK	96 HRS	72 HRS
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
1.1.1.2 Assignment – The ability to place forces and resources under the combatant command authority of a combatant commander IAW Title 10 USC Section 162.	The Army requires the capability to automate and synchronize mission development, recruiting, training and distribution functions with the ARFORGEN process.	T7- The Army requires the capability to transition Soldiers status within components in order to maintain readiness	Given a requirement to process a recommendation for transfer within components and access to all applicable databases, systems and regulations.	Transition Soldier from AGR to IDT	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Timeliness	Transition is completed rapidly	UNK	96 HRS	72 HRS
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
				Transition Soldier from AGR to IMA	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Timeliness	Transition is completed rapidly	UNK	96 HRS	72 HRS
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
				Transition Soldier from AGR to IRR	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Timeliness	Transition is completed rapidly	UNK	96 HRS	72 HRS
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
				Transition Soldier from IDT to Active Duty for State Mobilization (title 10)	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Timeliness	Transition is completed rapidly	UNK	96 HRS	72 HRS
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
				Transition Soldier from IDT to Active Duty for Federal Mobilization (title 32)	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Timeliness	Transition is completed rapidly	UNK	96 HRS	72 HRS
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
				Transition reservist from Title 10 to Title 32 Mobilization	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Timeliness	Transition is completed rapidly	UNK	36 HRS	24 HRS
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
				Transition reservist from Title 32 to Title 10 Mobilization	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Timeliness	Transition is completed rapidly	UNK	36 HRS	24 HRS
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
				Transition Reservist from AD to IDT for De-mobilization (title 10)	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Timeliness	Transition is completed rapidly	UNK	96 HRS	72 HRS
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
				Transition Reservist from AD to IDT for De-mobilization (title 32)	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Timeliness	Transition is completed rapidly	UNK	96 HRS	72 HRS
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
1.1.1.2 Assignment – The ability to place forces and resources under the combatant command authority of a combatant commander IAW Title 10 USC Section 162.	The Army requires the capability to automate and synchronize mission development, recruiting, training and distribution functions with the ARFORGEN process.	T8- The Army requires the capability to manage transition programs in order to seamlessly transfer Soldiers between and/or within components.	Given a requirement to manage transition programs and access to all required databases, systems, and regulations.	Maintain Military Personnel Separation Data via User Interface	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	% of time information is collated accurately	UNK	95%	≥99%
				Collect Military Personnel Separation Data from other systems or agencies	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	% of time information is collated accurately	UNK	95%	≥99%
				Extract, store, and query data concerning the number and status of all Soldiers who are eligible for recall to Active Duty	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	% of time information is collated accurately	UNK	95%	≥99%
				Extract, store, and query data concerning the number and status of all Soldiers who have volunteered for or have been recalled to Active Duty	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	% of time information is collated accurately	UNK	95%	≥99%
				Provide Military Personnel Separation Workflow	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Send Military Personnel Separation Data to other systems or agencies	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Process Military Personnel Separation Data	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	% of time information is collated accurately	UNK	95%	≥99%
				Produce Military Personnel Separation Report	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Maintain Transition Assistance Program Data via User Interface	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	% of time information is collated accurately	UNK	95%	≥99%
				Collect Transition Assistance Program Data from other systems or agencies	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	% of time information is collated accurately	UNK	95%	≥99%
				Provide Transition Assistance Program Workflow	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Send Transition Assistance Program Data to other systems or agencies	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Process Transition Assistance Program Data	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Produce Transition Assistance Program Report	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
1.3.2.1 Manning – The ability to recruit, retain, sustain, assign, separate and retire members of the Total Force.	The Army requires the capability to automate and synchronize mission development, recruiting, training and distribution functions with the ARFORGEN process.	T9- The Army requires the capability to Discharge personnel as needed in order to maintain a quality, all volunteer force and to facilitate replacement IAW the ARFORGEN cycle.	Given a requirement to discharge Soldiers from active duty and access to all required databases, systems, and regulations.	Provide Military Personnel Separation Workflow	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Send Military Personnel Separation Data to other systems or agencies	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Process Military Personnel Separation Data	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	% of time information is collated accurately	UNK	95%	≥99%
				Produce Military Personnel Separation Report	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
Policy						Measure	Current	2015 Threshold	2024 Objective
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Extract, store, and query data concerning the number and status of all Soldiers who are approaching their scheduled ETS date	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Extract, store, and query data concerning the number and status of all Soldiers who are scheduled to be involuntarily or medically discharged	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
1.3.2.1 Manning – The ability to recruit, retain, sustain, assign, separate and retire members of the Total Force.	The Army requires the capability to automate and synchronize mission development, recruiting, training and distribution functions with the ARFORGEN process.	T10- The Army requires the capability to manage retirement services programs in order to confer retirement benefits to all authorized Soldiers and to facilitate replacement IAW the ARFORGEN cycle.	Given a requirement to manage retirement programs and access to all required databases, systems, and regulations.	Maintain Military Personnel Retirement Data via User Interface	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	% of time information is collated accurately	UNK	95%	≥99%
				Collect Military Personnel Retirement Data from other systems or agencies	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	% of time information is collated accurately	UNK	95%	≥99%
				Provide Military Personnel Retirement Workflow	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Send Military Personnel Retirement Data to other systems or agencies	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Process Military Personnel Retirement Data	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Accuracy	% of time information is collated accurately	UNK	95%	100%
				Produce Military Personnel Retirement Report	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Extract, store, and query data concerning the number and status of all Soldiers who have requested retirement	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
				Extract, store, and query data concerning the number and status of all Soldiers who have approved retirement requests	Efficiency	# of times/systems data is entered	UNK	≥1	1
					Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	UNK	Y	Y

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
Policy						Measure	Current	2015 Threshold	2024 Objective
					Timeliness	Information is available in time to support decisions	UNK	Y	Y
Sustain									
1.3.1 Personnel and Family Support – The ability to provide the essential programs and services that support total force members and their families' quality of life and development in a transforming and expeditionary environment.	Forecast the human capital needs of the Army	The Army requires a capability to monitor the support of service members entering the Warrior Transition Unit OCONUS and their families.	A service member has become severely ill and has been moved to a WTU and the family to has figure out what benefits and entitlement they are authorized.	Monitor the support and status of benefits and entitlements due service members and/or their family.	Accessibility	% of the time service member or family member have direct access to relevant information	Unk	≥95%	≥99%
					Accuracy	% of time integrated information was collated accurately	Unk	≥95%	≥99%
					Responsiveness	Incorporate new or changes in benefits and /or entitlements as service members status changes with xx days	Unk	15 days	1 day
					Timeliness	Data is available in time to affect decision / changes to benefits or entitlements	N	Y	Y
1.3.2 Personnel Management – The ability to provide the oversight and provision of human resource policies and programs that contribute to the retention of total force members fully equipped to execute national strategy.	Forecast the human capital needs of the Army Predict the impacts of proposed changes to force structure, policy, deployment schedules and training resources.	The Army requires the capability to track and enact quality of life support services when policy changes affect service member status.	How were the recipients of 911 GI bill benefits notified and monitored? How was the new policy disseminated to all the service members (AC, RC, NC, Retirees, & Honorable Discharged) that were effected and/or their family member notified that they were now eligible for new benefits.	Monitor the dissemination of policy changes that effect benefits for service members and/or their family.	Accuracy	% of time integrated information was collated accurately	Unk	≥90%	≥99%
					Adaptability	Adjust to changing environment, requirements or situation	N	Y	Y
					Flexibility	Service member receipt of benefits/entitlements made effective immediately upon detection of status	Unk	≥90%	≥99%
					Timeliness	Data is available in time to affect decision / changes to benefits or entitlements	N	Y	Y
				Monitor disseminations of policy changes that effects the Army continuing education system (ACES) program accessibility to the service member.	Accessibility	# of day it takes before a service member can employ new policy change(s)	Unk	≥10 days	≥2 days
					Accuracy	% of time integrated information was collated accurately	Unk	≥90%	≥99%
					Timeliness	Data is available in time to affect decision / changes to benefits or entitlements	N	Y	Y
1.3.1 Personnel and Family Support – The ability to provide the essential programs and services that support total force members and their families' quality of life and development in a transforming and expeditionary environment.	See ourselves across and between HR functions	The Army requires the capability to educate service members and the family member on all benefits and entitlements.	New service members to the Army or gaining unit location join the unit on exercise rotation and family member needs to know what's available to them at that location.	Provide an indoctrination program for spouses once a prospect has contracted with the military.	Accessibility	% of service and/or family member that can access indoctrination programs	Unk	≥90%	≥99%
					Accuracy	% of time family members information is correctly displayed	Unk	≥90%	≥99%
					Foresight	Future requirements are accurately predicted and planned for xx% of the time	Unk	≥95%	≥99%
					Responsiveness	% of contracted prospect and/or family members that are provided new benefit information within xx days	Unk	≥10	≥2
						% of contracted prospect family members that are provided information on military life style	Unk	≥85%	≥99%
				Provide service member and family member(s) a single location to all available Army benefits/entitlements and support services via a website.	Accessibility	% of service and/or family members that can readily access and use relevant information	Unk	95%	≥99%
					Accuracy	% of time new benefits and/or services are accurately integrated in the system	Unk	99%	≥99%

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
					Responsiveness	Length of the time (days/hours) it takes to make new benefits or service available to service member or family member via the web	Unk	5 Business days	24hrs
				Provide quality of life benefit search capability. (1.3.1.5)	Accessibility	Service member or family member can readily access and use relevant information	Unk	95%	≥99%
					Accuracy	% of time new benefits and/or services are accurately integrated in the system	Unk	99%	≥99%
						% of time service member and/or family member(s) understand provided information and can correctly apply for eligible benefits/entitlements	Unk	90%	≥99%
				Provide medical health benefit search capability. (1.3.2)	Accessibility	% of service member or family member that can readily access and use relevant medical health benefit information	Unk	95%	≥99%
					Accuracy	% of time integrated information was collated accurately	Unk	95%	≥99%
					Timeliness	% of time health benefit data is available in time to affect decision / changes	Unk	95%	≥99%
				Provide a gateway education and experiences to the family member programs to assist the service member in family relocation	Accessibility	% of service and/or family members can access and use relevant relocation programs prior to relocating	Unk	90%	≥99%
					Social Component	% of increase in service member and family member interaction with the community	Unk	50%	≥99%
1.2.7 - Experimentation - The ability to conduct an iterative process for developing and assessing concept-based hypotheses to identify and recommend the best value-assed solutions for changes in doctrine, organization , training materiel, leadership and education, personnel, and facilities and policy required to achieve significant advances in future operational capabilities. (Derived from CJCSI 3170.01F)	Forecast the human capital needs of the Army Predict the impacts of proposed changes to force structure, policy, deployment schedules and training resources.	The Army must develop methods and techniques enabling a spouse to support the service member in improving their overall cognitive and social performance.	Service and family will be attending their first military social function and they have never attended any type of social function.	Educate family member(s) on military lifestyle changes to ease transition into the military community	Accessibility	% of service and/or family members that can access development programs	Unk	90%	≥99%
					Human Dimension	service member and family member trained and prepared on anticipated lifestyle changes	N	Y	Y
					Responsiveness	Feedback on progress through the ACS program training	Unk	90%	≥99%
					Social Component	% of family member in attendance of social development programs	Unk	95%	≥99%
				Develop method to track and resolve family member(s) issues as a part of overall service member readiness.	Foresight	% of family member(s) enrolled in head start programs	Unk	80%	≥99%
					Responsiveness	% of new programs that support family members as service members status changes	Unk	85%	≥99%
						% of new programs that support service members as family members status changes	Unk	85%	≥99%
					Social Component	% reduction of family-related issues and impact on operational force	Unk	85%	≥99%
					Timeliness	Data is available in time to affect decision / changes to benefits or entitlements	Unk	85%	≥99%

Joint Capability Area	End state	HCE DMIS	Conditions	Task	Attributes	Metric	Standard		
						Measure	Current	2015 Threshold	2024 Objective
Policy									
1.3.2 Personnel Management	See ourselves across and between HR functions	The Army requires the capability to track newly contracted service members family members information in real time, without redundant data collection requirements, in order to provide a Human Capital Enterprise (HCE) Common Operating Picture (COP) through end of service.	New contracted service member provide the recruiter with family documentation to check all necessary blocks on recruitment contract. They are lost prior to reporting to the MEP station. No pertain information was captured (e.g. spouse name,).	Track family members from the signing of contract to end of service.	Accuracy	% of data that is accurately displayed	UNK	95%	≥99%
					Efficiency	# of times/systems data is entered	UNK	1	1
					Understanding	Displayed information is understood	UNK	Y	Y
				Remove family members from all military benefit systems when they are no longer eligible (e.g. divorce, join military, come of age, etc)	Accuracy	% of data that is accurately displayed	UNK	95%	≥99%
					Efficiency	# of times/systems data is entered	UNK	1	1
					Understanding	Displayed information is understood	UNK	Y	Y
1.2.7 Experimentation	Forecast the human capital needs of the Army Predict the impacts of proposed changes to force structure, policy, deployment schedules and training resources.	The Army requires the capability to model and predict the impact of service members transitioning into Warrior Transition Unit (WTU) in response to proposed changes to existing conditions in order to provide senior leaders with accurate information and decision making tools	Service members are moving in and out of WTU due to severity program and rehab.	Forecast back fill of service members transferred to WTU and how effects losing unit readiness in the interim.	Accuracy	% of time forecasted data has accurately minimized unit lost readiness	UNK	95%	≥99%
					Efficiency	# of times/systems data is entered	UNK	1	1
					Accessibility	Access and retrieve data from multiple sources	UNK	Y	Y
				Simulate effects of service members, unit and family response to unit service member entering a WTU.	Efficiency	# of times/systems data is entered	UNK	1	1
					Accessibility	Access and retrieve data from multiple sources	UNK	Y	Y

Prioritized Gap List

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority (Within LCF)	Gap Priority (Overall)
						Severity	Probability	Assessment			
The Army requires a real-time automated and integrated common operating picture (COP) decision support system enabling personnel managers, commanders and senior leader/decision maker COA analysis to analyze, visualize, forecast & synchronize the current and predicted impacts of human capital operations on Operating and Generating Forces.	System displays senior leader common operating picture (COP) for ARFORGEN course of action planning and execution.	13	Flexibility	System information is tailorable by the user to specific parameters required to satisfy leader information needs	The Army lacks automated interfaces which support leader analytic DSS tools, network management and communications systems to pass data resulting in incomplete ARFORGEN scenario options in mission simulation systems.	4	4	16	E	**1 (Structure)**	1
			Accuracy	≥95% of time integrated system information produces correct assessments							
				100% of system data that is accurately maintained							
				≥95% of outcomes reported as Successful by senior leaders							
			Accessibility and Timeliness	>97% of needed Cross-Enterprise data elements available for merging into complete unit readiness picture >97% of the time							
			Timeliness	≥99% of time system data is available to support decisions							
			Interoperability	97% of data successfully merged across Enterprises to yield complete picture of individual unit readiness							
The Army requires the capability to plan, assign, and distribute personnel to the right MOS/ Branch requirement.	Model personnel targets based on CSA manning guidance and ARFORGEN unit fills.	3	Accuracy	% of the time information produces correct assessments.	Lack of ability to monitor and fill unit fill assignments in line with ARFORGEN.	3	5	15	H	**1 (Distribute)**	2
			Flexibility	Able to adjust to rapidly changing CSA manning guidance.							
			Precision	% target objectives meets unit fills.							

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority (Within LCF)	Gap Priority (Overall)
						Severity	Probability	Assessment			
The Army requires the capability to provide commanders at all levels with Soldier compensation information, including pay, bonuses and special pay, as needed, without redundant data collection, in order to provide an HCE COP.	Extract, store, and query data concerning Soldier Pay	1	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks Soldier Pay.	4	4	16	E	**1 (Compensate)**	3
			Efficiency	# of times/systems data is entered							
			Understanding	Displayed information is understood							
The Army requires the capability to view and track Soldiers transitioning between components in real time, without redundant data collection requirements, in order to provide an HCE COP	Provide Transfer report	5	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks Soldiers transferring between components.	3	5	15	H	**1 (Transition)**	4
			Efficiency	# of times/systems data is entered							
			Understanding	Displayed information is understood							
The Army requires a capability to employ a singular authoritative data source for HCE cross-system data input and update.	Establish one authoritative source for military record data input and correction	26	Interoperability	Data update must be multi-directional at multiple echelons for accuracy across the force ≥99% of the time	The Army lacks standardization of personnel data and transaction types to fully effect HR accountability and management.	3	4	12	H	**1 (Acquire)**	5
			Accessibility	Data available through differing components without exception							
			Responsiveness	-Near real-time record validation is accomplished							
			Accuracy	100% Data received from all components is current and correct							
The Army needs the ability to track and assess the impact of changes to IMT / PME course length	Modify training structure as mission dictates (distance learning, MTT etc)	7	Flexibility	time it takes to modify training structure	The Army lacks the ability to modify the training structure rapidly enough to affect changes with current mission requirements.	4	4	16	E	**1 (Develop)**	6

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority (Within LCF)	Gap Priority (Overall)
						Severity	Probability	Assessment			
The Army must ensure policy, guidance, and regulatory requirements impacting HCE efforts are fully documented to determine effects of proposed changes to human resource operations.	Coordinate HCE Management Policy and Resource Guidance	8	Responsiveness	AROC approval granted to validate supplementally funded systems as fielded capabilities	DA Lacks JCIDS special processing methodologies to efficiently document and validate current and necessary supplementally funded and fielded capabilities and systems.	3	4	12	H	**1 (Policy)**	7
The Army requires a capability to evaluate the effects of mobilization and deployment on the personnel development system	Rapidly assess Soldiers to identify those that are likely to engage in high risk or self-destructive behaviors and track mitigation efforts	3	Flexibility	% of unit formally evaluated after combat operations	The Army lacks the ability to rapidly assess Soldiers to identify those that are likely to engage in high risk or self-destructive behaviors and track mitigation efforts	4	4	16	E	**1 (Deploy)**	8
			Foresight	% of soldiers that have been evaluated during the month							
			Innovation	amount of time takes to accept and use new ideas once recommended							
The Army requires the capability to track newly contracted service members family members information in real time, without redundant data collection requirements, in order to provide a Human Capital Enterprise (HCE) Common Operating Picture (COP) through end of service.	Track family members from the signing of contract to end of service.	11	Accuracy	% of data that is accurately displayed	The Army must track all family members' information in real time, without redundant data collection requirements, an Human Capital Enterprise (HCE) Common Operating Picture (COP) throughout the soldier's service tenure.	3	2	6	L	**1 (Sustain)**	9
			Efficiency	# of times/systems data is entered							
			Understanding	Displayed information is understood							
The Army must ensure policy, guidance, and regulatory requirements impacting HCE efforts are fully documented to determine effects of proposed changes to human resource operations.	Manage Human Resources Management Policy and Guidance	6		HCM Personnel Developers review and identify needed policy/guidance changes	There are no mandatory reviews or enforcement mechanisms ensuring that personnel management policies (when applied collectively) fully support ARFORGEN requirements; instead of inadvertently hampering unit readiness.	3	3	9	H	**2 (Policy)**	10
				HCM leaders review and identify needed policy/guidance changes							
				>95% of pertinent, non-directed policy and guidance change recommendations drafted for leadership consideration							

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority (Within LCF)	Gap Priority (Overall)
						Severity	Probability	Assessment			
The Army requires a real-time automated and integrated common operating picture (COP) decision support system enabling personnel managers, commanders and senior leader/decision maker COA analysis to analyze, visualize, forecast & synchronize the current and predicted impacts of human capital operations on Operating and Generating Forces.	Provide managers, commanders and senior leaders with near real-time understanding of operational significance and impact on Enterprise missions, functions and roles of their decisions made.	14	Flexibility	≥95% of decisions accommodate change without detracting from primary unit mission (Risk to unit mission performance)	The Army lacks the tools and databases to govern and manage DSS decision impacts.	4	4	16	E	**2 (Structure)**	12
			Accuracy	≥99% of goals achieved							
				System-provided COP identifies ≥99% of HCE impacts on individual and aggregate Service Member status							
The Army requires a capability to employ a singular authoritative data source for HCE cross-system data input and update.	Employ one authoritative source for modifying record data	27		Data update must be multi-directional at multiple echelons for accuracy across the force 100% of the time.	The Army has no approved, certified data standard upon which HCE systems are programmed.	3	4	12	H	**2 (Acquire)**	13
			Timeliness	Modification to data must be disseminated in time to meet operational needs							
			Trust	Data update will be accomplished in near real-time by respective entity							
The Army requires a CAPSTONE, Objective capability to perform all human resources lifecycle functions (Structure, Acquire, Develop, Distribute, Deploy, Compensate, Sustain and Transition) in near real-time employing a robust and integrated network; fed by one single, authoritative database for all Components, which enables ARFORGEN and management of unit readiness.	Manage content/ Develop/Build user-defined personnel lifecycle function module applications functional within the standard info exchange format and network protocols.	4	Innovation	Personnel Life-Cycle Modular applications must be developed incorporating end-user requirements and functional concerns for ease-of-use	Insufficient functional support processes do not provide end-to-end visibility and accessibility for HCE personnel developers and Soldiers.	3	5	15	H	**3 (Structure)**	19

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority (Within LCF)	Gap Priority (Overall)
						Severity	Probability	Assessment			
The Army must ensure policy, guidance, and regulatory requirements impacting HCE efforts are fully documented to determine effects of proposed changes to human resource operations.	Develop Human Resources Management Policy and Guidance	7	Accuracy	≥99% of proposed change information is presented accurately	Insufficient detailed analysis and impact considerations inadvertently create HC policies and in-place force-caps which negatively impact unit and force readiness.	3	3	9	H	**3 (Policy)**	20
				90% of provided information is current							
			Timeliness	Defined processes and procedures reviewed/updated IAW operational environment circumstances							
The Army requires a capability to align cadet data from current data systems to Army data systems without redundant manual input.	Maintain, collect, and process data using current Army systems	34	Interoperability	100% Data transferred from and received by Army systems to access a cadet onto active duty through one enterprise system	The Army lacks necessary automated cadet personnel management systems which are standardized and up-to-date.	3	4	12	H	**3 (Acquire)**	23
			Accessibility	Data must be accessible and usable by Army systems							
			Trust	Data update is accomplished in near real-time							
The Army requires a capability to forecast and plan for accessions based on actual required authorizations to effectively align ARFORGEN and other manning requirements.	Validate all required authorizations	15	Precision	100% of required authorizations identified	Existing force alignment models are inadequate for certain Army applications based on in-place personnel assignment policies. This condition causes excess "non-deployable" soldiers to occupy authorizations needed to better support unit readiness.	3	3	9	H	**4 (Acquire)**	28
				≥99% of required authorizations align with prioritized operational needs							
			Accuracy	100% of accurate validations							

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority (Within LCF)	Gap Priority (Overall)
						Severity	Probability	Assessment			
The Army requires a CAPSTONE, Objective capability to perform all human resources lifecycle functions (Structure, Acquire, Develop, Distribute, Deploy, Compensate, Sustain and Transition) in near real-time employing a robust and integrated network; fed by one single, authoritative database for all Components, which enables ARFORGEN and management of unit readiness.	Manage content/ Develop/Build user-defined personnel lifecycle function module applications functional within the standard info exchange format and network protocols.	4	Precision	Minimally, system executes modular applications for Personnel Lifecycle functional tasks identified at Annex A, without error and 100% of time within system availability.	Incompatible software and functional applications hinder linkage, processing and management of Soldier data files to perform HCE processes in a timely manner.	3	5	15	H	**4 (Structure)**	29

The Army requires an official ARFORGEN-based Force set of policies which direct and guide Human Capital Enterprise efforts.	Codify ARFORGEN policies, processes and requirements in official/formal Army publications (AR's, FM, DA Pams, etc.) detailing unit readiness and metrics, e.g.: - Unit is filled to P2 at Return +180 - Army HRC assigns only personnel who are "Available" for deployment - Unit is filled to 100% deployable soldiers at MRE -45 - Unit achieves MOS and grade level of fidelity prior to MRE -45 - Personnel and Equipment RESET are synchronized	1	Accuracy	95% of provided information is presented accurately	No official ARFORGEN set of documents (AR, FM, DA Pam's, etc) exists to describe necessary planning and execution processes while detailing specific metrics to achieve unit readiness for all components.	3	3	9	H	**4 (Policy)**	31
				90% of provided information is current							
				Defined processes and procedures reviewed/updated IAW NMS, DPG and operational concepts							
			Understanding	90% of Operating Force leadership understand official methodologies							
				95% of Generating Force functional operators understand roles and responsibilities							

	Functional Performance Actions		
1		Manage Organization	Task includes managing the implementation of DoD mission plans by formulating force structure, strength projections, accession targets, and distributing peacetime authorizations and wartime requirements.
2		Perform Workforce Planning and Programming	Task is associated with integrating force structure requirements into general personnel resource requirements, which enables effective utilization of Department of Defense (DoD) Human Resources. This activity includes both strength planning and executive management of programs required to support related strategic goals.
3		Perform Manpower Planning	Task analyzes manpower requirements to support preparation of the Department of Defense budget and includes both budgetary and executionary requirements.
4		Develop Policy and Procedure Guidance	Task activities include reviewing the Strategic Planning Guidance document to create the Department of Defense (DoD) Component-specific planning guidance.
5		Identify Mission List	Identifying missions that need to be accomplished based on the Organization/Component-specific planning guidance establish the basis for Structuring/Force Development activities. Missions are the official tasking by a higher authority that accomplish warfighting and support requirements for specific Department of Defense (DoD) Components. Missions can include modifications to current Organization/Component missions based on the DoD's strategic goals, policy, directives, force structure, and warfighting strategies of higher authority.
6		Determine Mission Requirements for Manpower	Task seeks to determine the manpower required to support the missions, functions, and tasks of an Organization/Component based upon the strategic objectives, policy, roles and missions, and warfighting strategies identified by a higher authority. It also includes the determination of Force Structure and non-Force Structure requirements (to include the proper mix of military, civilian and contractor positions). Planning must take into consideration peacetime and wartime missions and requirements.
7		Perform Manpower Programming	This activity is associated with compiling and predicting future manpower requirements, documenting these requirements, integrating them into the overall planning, programming, and budgeting process, and translating them into a form that provides a basis for personnel procurement, training, and assignment.
8		Validate Manpower Requirement List	Task seeks to validate the projected force structure to ensure that it is within the defense guidance and allowed number for positions, performing analysis of current workload, and studying ways to improve efficiency by business process reengineering. This activity also includes both analyzing and building succession plans by ensuring that there are enough allocated lower grade billets to replace natural losses in higher grade billets.
9		Administer Position Management	Task identifies personnel specifications for peacetime authorizations and wartime requirements needed to accomplish tasked Department of Defense (DoD) missions. This includes the occupation, skill, position requirements, education, and training specifications that the position requires to perform the specified mission.
10		Maintain Position Data	Task associated with creating, updating, and deleting positions, as well as identifying positions needed based on grade, skills, and quantity to fulfill mission requirements.
11		Create Position	This activity is associated with creating new positions.
12		Update Position Data	This activity is associated with updating position information, such as skills and grades.
13		Delete Position	This activity is associated with deleting position information. For Navy, the Billet Identification Number is kept.

	Functional Performance Actions		
14		Manage Organizational Structure and Organization Unique Identification	Unit structures proposed for with forming Department of Defense (DoD) organizations within DoD command relationships that are needed to accomplish assigned missions within budgetary constraints. This activity also includes developing organization specifications related to the allocation of human resources and Manpower requirements, establishing and maintaining Organization Unique Identifier (OUID) and relationships, and tailoring organizations to reflect revisions of mission implementations.
15		Establish Unit	Task actions associated with creating, designating, and organizing a new unit.
16		Reorganize Unit	This activity is associated with changing the structure of a unit or organization. A reorganization may include merging two or more units together, splitting a unit into two or more units, keeping the same mission with new equipment (e.g., from M-60 tanks to M1A1 tanks), or changing the mission (e.g., from a mechanized unit to light infantry unit).
17		Update Unit	Updating a unit is strictly organizational in nature and any updates to positions will be captured under position management. This activity does not include the process of updating the Manpower document. The Manpower document is updated for any changes that occur within a unit or a position.
18	Structure	Re-Designate Unit	Changes to unit attributes include unit number, unit name, and/or unit type. The structure of the organization may remain the same, but it performs a new mission or task. If new equipment is brought in, a reorganization may occur, since different operations and maintenance positions might be needed for the new equipment.
19		Inactivate Unit	An inactive unit is available for activation when needed. This activity also includes the disestablishing, decommissioning and deactivating of a unit, both active duty and reserves that were activated.
20		Reactivate Unit	This activity is associated with activating an inactive unit.
21		Determine Manpower Requirements to be Funded	This activity is associated with determining mission requirements that are funded and unfunded based on the priority list and projected funding allocation.
22		Project Workforce Budgeting	Actions are associated with projecting Human Resources requirements in terms of specifications sufficient to support preparation of the Department of Defense Human Resources budget. This activity also includes consideration of both budgetary and execution of requirement aspects of mission tasking.
23		Perform Manpower Budgeting	This task includes developing, reviewing, and adjusting budget estimates based on program requirements and in accordance with budgetary and congressional guidance. Program Budget Decisions are integrated with Department of Defense's (DoD) budget and incorporated into the President's budget.
24		Review Budget Decision	Task conducts functions to reviewi the budget decision and identify the impact to requirements.
25		Perform Personnel Budgeting	Task is associated with allocating/reallocating approved manpower requirements based on category, program, and quantity.
26		Allocate Manpower	Tasks considers developing, reviewing, and adjusting personnel budget estimates based on program personnel requirements and in accordance with budgetary and congressional guidance.
27		Execute Manpower Allocation Plan	This activity is associated with reviewing Manpower Allocation, reconciling discrepancies, updating position data and Manpower documents, and distributing Manpower documents.
28		Review Manpower Allocation	Task performance includes reviewing the Manpower Allocation received against the Budget Requirements submitted, in order to identify any discrepancies.

	Functional Performance Actions		
29		Reconcile Manpower Allocation Discrepancy List	Task activity is associated with reconciling discrepancies between the Budget Requirements and the Manpower Allocation. Discrepancies that cannot be amended are sent back to the programmers for necessary adjustments.
30		Update Manpower Document	Task performance ensures updating Manpower documents by changing position data.
31		Distribute Manpower Document	Task elements include sending/staffing the Manpower documents to the different organization levels for review and necessary updates.
32		Manage Manpower Change	Task includes all actions to review changes to Manpower brought about by an official directive or a request for change from the Service Components. The changes may result in the realignment of forces or a change in position attributes. This activity also includes coordinating Manpower changes with organizations and implementing the Manpower change request.
33		Evaluate Manpower Change Request	This activity is associated with reviewing and validating the Manpower Change Request received.
34		Coordinate Manpower Change	This activity is associated with coordinating adjustments needed with other Service Components.
35		Implement Manpower Change Request	Task includes actions to apply Manpower changes and update the Manpower document to reflect changes.
36		Account for Workforce	Detailed task which performs actions to assess and maintain the current force structure against the projected needs for that same year and to ensure that the current force structure is within a certain percent of the projected target. Activities include recording and maintaining the current and historical actual strength of a Department of Defense (DoD) Component to include all status information essential for personnel management and force readiness determination.
37		Account for Programmed Manpower	Task performance ensures that authorized military and civilian positions are in the proper program elements based on funding allocation. Task also includes accounting for special manpower categories (e.g., controlled grades, major headquarters, Defense Health Program (DHP), programmed manager Manpower (special Ops), healthcare, transportation working capital fund, and intelligence).
38		Account for Full Time Support	Task ensures that reserve positions are in the proper program elements based on funding allocation. Full-Time Support (FTS) Personnel: Active Guard/Reserve (AGR) includes training and administration of Reserves, Marine Corps Active Reserve (AR), Coast Guards (Reserve Program Administrator (RPA) and/or AGR) and all other Reserve or National Guard personnel serving on Active Duty (AD), other than Active Duty for Training (ADT), including statutory tours and full-time National Guard duty, in Active Component (AC) and Reserve Component (RC) organizations.
39		Provide Manpower Accounting Information	Task performance is associated with tracking current and historical Department of Defense (DoD) Component strength, as well as all information required to support personnel management and force readiness determination (faces). This activity also provides Manpower data to Personnel for strength accounting.
40		Perform Workforce Analysis	This task analyzes/models strengths, work years, grade distribution, career paths, accession goals, and losses in relation to specified mission needs/manage to budget. This also includes strength planning, detailed formulation of force restructuring programs (e.g., Stop Loss, mandated retraining, Reduction-in-Force), reserve and active duty tour requirements, management of reserve mandays, mobilization, demobilization, and retention initiatives.
41		Prioritize Manpower Requirement List	Task executes reviewing the projected force structure against stated Departmental mission sets and prioritizes requirements submitted by the Service Headquarters.
42		Adjust Manpower Requirements Based on Priority List	This activity is associated with reprogramming requirements based on the budget decision and executive/senior leader guidance and direction.

Functional Performance Actions		
	Administer Enlisted Accession Incentives	
	Process Non-Prior Service (NPS) Enlisted Accessions	
	Process Prior Service (PS) Enlisted Accessions	
	Administer Officer Accession	
	Process Non-Prior Service (NPS) Officer Accessions	
	Process Prior Service (PS) Officer Accessions	
	Administer Enlisted Accession Incentives	
	Process Non-Prior Service (NPS) Enlisted Accessions	
	Process Prior Service (PS) Enlisted Accessions	
	Administer Officer Accession	
	Process Non-Prior Service (NPS) Officer Accessions	
	Process Prior Service (PS) Officer Accessions	
	Manage Military Education	
	Manage Civilian Education	
	Manage Testing Programs	
	Manage Enlisted Commissioning Programs	
	Identify Training Needs/Criteria	
	Process Request For Training	
	Manage Training Attendance/Participation	
	Maintain Unit Information	
	Maintain Manpower	
	Support Force Structure Planning	
	Manage Service Members on Statutory Tours	
	Support to Strength Planning	
	Maintain Basic Qualification Criteria for Entry into a Career	
	Manage Position Vacancy Bulletin Board	
	Manage Mandays	
	Support Budget Planning	
	Perform Initial Classification of	
	Perform Reclassification of Skills	
	Perform Personnel Distribution	
	Manage Non-Available Personnel	
	Manage Reserve Overgrade, Undergrade, Overage and Shortage Program	
	Manage In-Theater Overage	
	Identify Assignment	
	Identify Service Members to Meet Assignment Needs	
	Evaluate Eligibility for Assignment	
	Make Assignments	
	Generate Assignment Orders	
	Modify (Cancel/ Curtail/ Extend) Assignment	
	Manage Personnel Reliability	

Functional Performance Actions		
	Manage Mobilization Activities	
	Manage Demobilization Activities	
	Conduct Deployment Processing for Specified Operations	
	Track Personnel in Support of Specified Operations	
	Manage Volunteers for Specified Operations	
	Manage Stop-Loss Program	
	Manage Service Member's Geographic Location (GEOLOC)	
	Manage Casualty/ Disaster	
	Provide Casualty Assistance	
	Manage Missing in Action/ Prisoner of War (MIA/POW)	
	Provide Mortuary Support	
	Promote Enlisted Personnel	
	Promote Officer Personnel	
	Reduce Service Member	
	Manage Federal Recognition Officer Process (NG)	
	Manage Unit/Organizational	
	Manage Individual Awards/ Decorations/ Badges	

DEPARTMENT OF THE ARMY

G2/9

United States Army Accessions Command (USAAC)

Fort Knox, Kentucky 40121

Functional Needs Analysis (FNA)

for Data Management Integration and Synchronization

Prepared by
Bering Straits Logistic Services and
Dynamics Research Corporation

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1. Introduction.

This Functional Needs Analysis (FNA) is the second in a series of three documents that together comprise a Capabilities Based Assessment (CBA) required as part of the Joint Capabilities Integration and Development System (JCIDS) on the Human Capital Enterprise (HCE). The preceding Functional Area Analysis (FAA) identified the operational tasks, conditions and standards needed to achieve our military objectives of HCE Data Management Integration and Synchronization (DMIS). As directed by the Chairman of the Joint Chiefs of Staff (CJCSI) 3170.01E, and the TRADOC CBA Guide version 3.1; the purpose of the FNA is to identify and prioritize gaps that will impede the future force from accomplishing its mission. Therefore, a prioritized gap list is the final product in the FNA. The secondary purpose of the FNA is to identify excessive redundancies.

The third document in this series, the Functional Solution Analysis (FSA) is forthcoming. The FSA will be the third and final phase of the CBA process. It is also known as the "solutions recommendations phase." The FSA will be an assessment of potential materiel and non-materiel approaches to solving or mitigating capability gaps defined in the FNA. The FSA will seek to examine and assess the potential DOTMLPF solutions and policy approaches that can eliminate, or at least mitigate, one or more of the capability gaps identified within this FNA. The results of the FSA influence the future direction of integrated architectures and provide input to established capability area frameworks or whatever organizational and/or functional groupings of capabilities TRADOC currently utilizes.

The broad objective of the completed CBA (composed of the respective FAA, FNA and FSA) is to determine required DOTMLPF solution sets which address specific shortfalls in military capabilities.

CJCSI 3170.01E establishes the policies and procedures of JCIDS as specified in U.S. Code. JCIDS and its validated and approved documentation provide key leadership advice and assessments in support of the Combat Development process and specific laws governing military acquisition. It also provides joint policy, guidance and procedures for recommending changes to existing resources. JCIDS vets alternative approaches to closing identified capability gaps through a standardized analysis process. The results of this analysis process are then used to make recommendations on how best to acquire the needed capabilities.

The completed CBA will identify the Required Capabilities (RECAPS), assessed gaps, and recommended solutions synchronizing the HCE data components required to recruit, train, promote, and assign personnel within ARFORGEN and other active Army, Army Reserve and Army National Guard units. This CBA focuses on the structure, acquire, distribute, develop, and deploy data components of the personnel development system life cycle management functions. Objectively, the CBA document seeks to recommend doctrine, organization, training, materiel, personnel, facilities and policy (DOTMLPF-P) changes to Army processes and methodologies within the personnel life-cycle functions and also proposes capabilities to:

a. Forecast and analyze the impacts of force structure, inventory, and policy changes before decisions are made.

b. Model solutions to track current and future Soldiers in the accessions process queue.

c. Reduce the number of data inputs necessary to track how the HCE synchronizes Professional Military Education (PME) to support ARFORGEN manning requirements.

c. Graph and predict future personnel shortfalls in the operating and generating force and conducts personnel fill trade-off analysis.

d. Track how the HCE is providing Soldiers to Army units while meeting ARFORGEN unit fill requirements and displays how units are built over their lifecycle.

e. Provide senior Army leaders with the required capabilities for a real-time, automated and integrated common operating picture of the assignment flow to Army units.

f. Handle forecasted and un-forecasted personnel requirements.

g. Identify deficiencies and choke points related to future demand (unit requirements), training base constraints, and the projected assignment pipeline.

AUTHORITY. This Joint Capabilities Integration and Development System (JCIDS) study was approved by HQDA and resourced by the Army G-8 Studies program and began on 7 August 2010. The USAAC G2/9 maintains overall sponsorship and accountability for the conduct of this effort.

2. Executive Summary.

The HCE DMIS CBA was enacted to:

- Identify capabilities needed to support development of a reporting, modeling and simulation tool to view Army units, individual Soldiers and Officers from accession thru retirement.

- Graph Army Force Generation (ARFORGEN) and Human Resource Lifecycle data sources required to model flow through the accession process.

- Prepare a concept of operations to describe manning the future Army, within an ARFORGEN construct. The concept of operations focuses on the life-cycle functions of Structure, Acquire, Distribute, Develop, and Deploy which support individual and unit requirements.

- Prepare a data management, integration, and synchronization CBA which will identify and document current and RECAPS needed to man the future force within an ARFORGEN construct.

- Prepare a data management, integration, and synchronization Initial Capabilities Document (ICD); and, as directed a DOTMLPF Change Recommendation (DCR)

The essential military problem is articulated by U.S. Army Training and Doctrine Command (TRADOC) Pamphlet (Pam) 525-3-7-01 as follows:

a. The Army Campaign Plan (ACP) 2009 explicitly states that "…the Generating Force is not properly aligned to efficiently and effectively deliver inputs to the Army Force Generation (ARFORGEN) process"; and ACP 2009 Campaign Objective #8 (*Transforming the Generating Force)* seeks to ensure the Generating Force's processes, policies, and procedures enable full implementation of the ARFORGEN process.

b. An assumption of the *Army Operating Concept 2016-2028,* TRADOC Pam 525-3-1, is that the Army will continue to use a force management model that relies on unit replacement and cyclical readiness to govern the training, deployment, and reset of its operational forces. Moreover, to build an operationally adaptable Army capable of decentralized mission command it is essential that the Army synchronize the readiness and deployment cycles of corps, divisions, and brigades to build cohesive teams, mentor subordinate leaders, and establish the necessary level of trust.

c. Synchronizing the arrival of Soldiers earlier in the Reset and Ready/Train cycles improves the ability for individual Soldiers, crews and units to train the required full spectrum operations Mission Essential Task List tasks

Findings

The analysis team identified 223 Capability Gaps of which 36 are recommended for leadership consideration and potential development within the FSA through formal JCIDS Program-of-Record. The FNA Capability Gaps involve issues of proficiency, sufficiency or non-existent capabilities that may require further refinement in follow-on DCRs and/or Analysis of Alternatives (AoA).

3. CBA Background & Context

Scope of CBA. The HCE DMIS analysis team sought to identify the RECAPS, assess gaps, and develop solutions synchronizing the HCE data components required to recruit, train, promote, and assign personnel in ARFORGEN and other Army active, Army Reserve and Army National Guard units. The desired end state is a CBA, ICD, and, if required a DCR that:

(1) Analyzes the impacts of force structure, inventory, and policy changes before decisions are made.

(2) Identifies solutions to track current and future Soldiers in the accessions process queue.

(3) Tracks how the HCE synchronizes Professional Military Education (PME) to support ARFORGEN manning requirements.

(4) Predicts future personnel shortfalls in the operating and generating force and conducts personnel fill trade-off analysis.

(5) Tracks how the HCE is providing Soldiers to Army units while meeting ARFORGEN unit fill requirements and displays how units are built over their lifecycle.

(6) Provides senior Army leaders with a real-time, automated and integrated common operating picture of the assignment flow to Army units.

(7) Handles forecasted and un-forecasted personnel requirements.

(8) Identifies choke points related to future demand (unit requirements), training base constraints, and the projected assignment pipeline.

HCE Data Management, Integration, and Synchronization analysis team

Mission: To provide DOTLMPF solution approaches which furnish members of the HCE with integration and synchronization capabilities needed to structure, acquire, distribute, develop and deploy personnel to Army active and Reserve components within an ARFORGEN construct.

Scope of Responsibilities: The analysis team will:

(1) Conduct a CBA of the structure, acquire, distribute, develop, and deploy data components of the personnel development system life cycle management functions IAW the schedule in paragraph 4.

(2) Document the results in an ICD and DCR used to support Program Objective Memorandum (POM) efforts for future resources.

(3) Leverage the Human Dimension ICD, IAW paragraph 4 (i), as a knowledge opportunity to inform this effort.

(4) Identify existing and proposed HCE support tools/models, their capabilities, linkages and system architecture, pertinent enterprise task/condition/standards, and, PME requirements.

Deliverables: The analysis team, under direction of the USAAC G2/9 will accomplish its deliverables in phases:

Phase I – Prepare to Conduct CBA:
(Completed 17 SEP 2010)

- Obtain Director, ARCIC approval to conduct the CBA
- Obtain CBA ICDT Charter approval (no approved Charter as of 11 Mar 2011)
- Develop CBA Study Plan, Analysis Plan, and Data Management Plan
- Develop and publish CBA schedule and conduct USAAC G2/9 kickoff meeting
- Conduct a literature search to identify knowledge opportunities to inform the CBA process.

Phase II – Conduct Functional Area Analysis (FAA):
(Completed 11 Jan 2011)

- Document Data Management, Integration, and Synchronization RECAPS
- Document enabling supporting tasks
- Document conditions for each task
- Analyze, evaluate and incorporate relevant Army Architecture Framework
- Document standards for each task/condition combination forming objective metrics for the RECAPS
- Prepare final FAA report and obtain the USAAC G2/9 approval

Phase III – Conduct Functional Needs Analysis (FNA):
(Completed 11 Mar 2011)

- Identify current and programmed solutions to the RECAPS
- Establish gaps between required performance and current capabilities
- Identify risks of not addressing gaps and prioritize resulting gaps
- Identify gaps sufficiently important to address in follow-on FSA
- Prepare FNA report for review by USAAC G2/9
- Staff FNA report
- Receive ARCIC approval of FNA
- Prepare final FNA report and obtain the USAAC G2/9 approval

Phase IV – Conduct Functional Solution Analysis (FSA):
(Concludes on or about 01 May 2011)

- Identify ideas for non-materiel approaches analysis and develop list of solutions
- Identify ideas for materiel approaches analysis and document solutions
- Conduct DOTMLPF recommended solution analysis
- Prepare FSA final report package and draft FSA report memorandum
- Staff FSA final report (within analysis team authority to execute) and fwd to USAAC for review/approval and Army processing

Phase V – FSA Approval/Prepare ICD and DCR
(Concludes On or About 15 May 2011)

- Revise FSA with COR input
- FSA to USAAC Stakeholders
- Write CBA Brief
- Staff CBA Brief
- Draft CBA Brief
- Write ICD/DCR
- Staff ICD/DCR
- Revise & Submit CBA Final Report

4. Goals & Objectives.

Define the requirements across the DOTLMPF-P for Army Human Capital synchronization and predictive decision support analysis. The Joint Capabilities Integration and Development System (JCIDS) process results will be used to gain Army Requirements Oversight Counsel (AROC) and Manning Program Evaluation Group funding approval to implement study recommendations within the following timeline:

- 01 Sep 2010: Study begins; Contractors onsite at the HRCoE.
- 01 Oct 2010: CBA prep complete.
- 11 Jan 2011: Functional Area Analysis complete.
- 11 Mar 2011: Functional Needs Analysis complete.
- 01 May 2011: Functional Solutions Analysis complete.

01 Jun 2011: ICD and DCR complete.

5. Methodology and Analytical Approach.

a. General. FAA information collection was derived from individual feedback from HCE data functional users (subject matter experts). CBA analysis team members are assigned to each of these personnel life-cycle functions (Structure, Acquire, Develop, Distribute, Sustain Transition and Compensate) and led participating functional users through the CBA process. Collaboration (as permitted by supporting agencies) occurred via telephone, email, and Army Knowledge Online (AKO) CBA collaboration folder. When multiple SMEs for a specific functional area existed, a Delphi technique was used to resolve any differences in individual feedback. Once initial input is derived for each step of the CBA process, the analysis team will consolidate the input and place that information on the AKO CBA collaboration folder for SME review across the functional areas. Upon completion of the components (e.g. Essential Elements of Analysis (EEA) A1-A4) of each of the CBA phases (FAA, FNA, FSA) a coordinating draft report will be placed on the AKO CBA collaboration folder for USAAC review.

b. Limitations. Although the analysis team did prepare chartering documentation for this study effort, to this date there has not been a charter approval to establish/convene the necessary Integrated Capabilities Development Team (ICDT). Without official designation to conduct this work effort, many Army offices and agencies elected not to participate with this study's data collection and analysis undertaking. Analysis team members were successful in gaining limited support from several offices; however, information garnered was very compartmented at best and did not fully lend itself to detailed data analysis. Because of the lack of open access to pertinent agencies, the analysis team was confined to open source data collection techniques via detailed Front End Analysis (FEA) methodologies. As a consequence, resultant information presented in the CBA sections may not be as complete or fully detailed as expected. For these reasons information gathered within this effort indicates the need for further detailed analysis.

c. Analytical Approach.

(1) Phase I – Prepare to Conduct CBA. CBA preparation began with a detailed literature search to reveal previous HCE data management work and any other related information. A CBA collaboration site on AKO was established. The ICDT charter was drafted and - provided to USAAC for staffing and transmission to TRADOC ARCIC. The Human Capital Enterprise Data Management Concept of Operations was drafted to form the conceptual basis for the CBA.

(2) Phase II – Conduct Functional Area Analysis. The DMIS Study Plan Essential Elements of Analysis (EEA) were employed to drive and focus data collection efforts of the analysis team. Analysis team FEA actions, participating Portfolio members and available functional SMEs conducted informal coordination meetings to derive information and establish operational input. EEA focus and concomitant actions were:

(a) EEA A1. What are the data missions or functions the HCE users are expected to perform and under what conditions? Missions or functions the HCE users are expected to perform will be derived from the HCE Data Concept of Operations (CONOPS) and individual feedback from HCE data functional users (subject matter experts).

(b) EEA A2. What are the data flows and capabilities the HCE users must possess in order to perform these missions? RECAPS the HCE users are expected to perform will be derived from the HCE Data CONOPS and individual feedback from HCE data functional users (subject matter experts).

(c) EEA A3. What specific tasks enable the RECAPS? Tasks will be derived from the Universal Joint Task List/Army Universal Task List (UJTL/AUTL) or relevant Mission Training Plans (MTP). Given many of the capabilities relate to the generating force (not included in the UJTL/AUTL/MTP) it is expected new tasks will also be developed. Tasks will be developed individually by functional users and the CBA team.

(d) EEA A4. What are the standards to which these tasks must be performed? Standards will be derived from the UJTL/AUTL/MTP when available. Adjustments to existing standards (to comply with the future CONOPS) or new standard development will be derived from individual feedback from HCE data functional users (subject matter experts).

(3) Phase III – Conduct Functional Needs Analysis. Delphi process along with SME rankings were used to identify established gaps and to prioritize them along with their risks in accordance with CoS guidance and mission completion.

6. Compilation of current/programmed DOTMLPF solutions for each task.

There are currently 245 systems across the lifecycle functions with numerous in development. The following programmed solutions may mitigate some of the gaps identified:
IPPS-A
AST
Cloud Computing
Structural Changes
Policy Changes

7. Assessment of the tasks against solutions.

With the programmed DOTMLPF solutions, the assessed 36 gaps to be taken forward will still exist.

9. **Operational Risk Assessment of the gaps.**

Risk level of each gap was obtained through SME input and the use of Delphi techniques along with collaborative voting methods.

[Risks levels listed throughout all lifecycle function tabs within the FNA matrix]

9. Conclusions and recommendations.

The ICDT used SME input of risk along with FORSCOM and G1 Tiger Team input to identify 223 gaps that involve issues of proficiency, sufficiency or lack of capability. Out of this grouping and through Delphi and SME input the ICDT recommends 36 capability gaps to proceed to the FSA which may require further follow up investigation on DCR's or AoA (See attached priority gap tab within the FNA matrix)
Obtain ARCIC approval prior to going forward with analysis of solutions in the FSA.

Out of the 36 gaps recommended to be taken forward for further analysis through the FSA they all fell into 4 basic categories:

(1) Development and enhancement of the ability to see ourselves in real time from contracting through retirement (common operating picture COP)
(2) Elimination or mitigation of policies and practices that hinder fulfillment of the ARFORGEN lifecycle process
(3) Flexibility to adapt to changing environments, policies and conditions
(4) The need for a predictive modeling tool to allow leaders to make well informed decisions

Appendix A – FAA-FNA Worksheet

[See attached file]

Appendix B – References

a. CJCSI 3170.01G, Joint Capabilities Integration and Development System, 1 Mar 2009.

b. AR 71-9, Warfighting Capabilities Determination, Materiel Requirements, 28 DEC 2009.

c. AR 25-1, Army Knowledge Management and Information Technology Management, 4 DEC 2008.

d. TRADOC Capability-Based Assessment (CBA) Guide, Version 3.1, 10 MAY 2010

e. TRADOC Regulation 71-20, Concept Development, Experimentation, and Requirements Determination, 4 FEB 2010.

f. Department of the Army Memorandum, Army Knowledge Guidance Memorandum Number 1, 8 Aug 2001.

g. TRADOC Pamphlet 525-3-7-01, The U.S. Army Study of the Human Dimension In The Future 2015-2024, 1 April 2008

h. TRADOC Pamphlet 525-3-7, The U.S. Army Concept For The Human Dimension In Full Spectrum Operations – 2015-2024, 11 June 2008.

i. TRADOC Initial Capabilities Document (ICD) U.S. Army Human Dimension, DRAFT Version 1.4, 10 August 2010.

j. Center for Accessions Research U.S. Army Accessions Command, *Army Force Generation (ARFORGEN) and Human Resource Lifecycle Analytical and Operational Effectiveness Data Availability Roadmap* (DRAFT), by Battelle/Dynamics Research Corporation, Contract No. W911NF-07-D-0001TCN 08-153, 17 December 2008

k. Joint Chiefs of Staff, Global Force Management Data Initiative (GFM DI), Concept of Operations (CONOPS), 16 April 2007

l. Joint Chiefs of Staff, Capability Development Document (CDD) For Global Force Management Data Initiative, 20 August 2007

m. DA Office of Business Transformation, Army Enterprise Performance Measurement Primer, version 7.0, 22 June 2010

Appendix C – Glossary

Acronym	Definition
AAC	Army Accessions Command
AC	Active Component
ACEP	Army Center for Enhanced Performance
ACFL	Army Culture and Foreign Language
ACPME	Army Center for Professional Military Education
ALC	Army Learning Concept
ALDS	Army Leader Development Strategy
AMA	Analysis of Materiel/Non-Materiel Approaches
AMEDD	Army Medical Department
AoA	Analysis of Alternatives
APFRI	Army Physical Fitness Research Institute
AR	Army Regulation
ARCIC	Army Capabilities Integration Center
ARFORGEN	Army Force Generation
ARI	Army Research Institute
ARL	Army Research Laboratory
ARNG	Army Reserve/National Guard
ASA	Assistant Secretary of the Army
ASER	Army Suicide Event Report
AUTL	Army Universal Task List
BCBL	Battle Command Battle Laboratory
BCKS	Battle Command Knowledge System
BoD	Board of Directors
CAC	Combined Arms Center
CALL	Center for Army Lessons Learned
CBA	Capabilities-Based Assessment
CCH	Chief of Chaplains
CDD	Capability Development Document
CDID	Capability Development and Integration Directorate
CES	Civilian Education System
CG	Commanding General
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCSM	Chairman of the Joint Chiefs of Staff Manual
COA	Course of Action
COBP	Code of Best Practice
COIN	Counter Insurgency
CoP	Community of Practice

CPD	Capability Production Document
CPS	Cognitive, Physical, Social
CSF	Comprehensive Soldier Fitness
DA G-1	Department of the Army Level G-1
DAMO-CIC	Department of the Army, G3/5/7 Future Warfighters Capabilities Division
DARPA	Defense Advanced Research Projects Agency
DCR	DOTMLPF-P Change Recommendation
DCS	Deputy Chief of Staff
DL	Distance Learning
DoD	Department of Defense
DoDAF	Department of Defense Architecture Framework
DoC	Department of Commerce
DoJ	Department of Justice
DoL	Department of Labor
DoS	Department of State
DoT	Department of Transportation
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy
DTMS	Document Tracking and Management System
EEM	Enhanced Enlistment Eligibility
FAA	Functional Area Analysis
FITE	Future Immersive Training Environment
FM	Field Manual
FNA	Functional Needs Analysis
FORSCOM	Army Forces Command
FSA	Functional Solution Analysis
FSO	Full Spectrum Operations
FY	Fiscal Year
FYDP	Five Year Defense Program
GAT	Global Assessment Tool
GF	Generating Force
HC	Human Capital
HCCoE	Human Capital Center of Excellence
HCE	Human Capital Enterprise
HCM	Human Capital Management
HCS	Human Capital Strategy
HD	Human Dimension
HQDA	Headquarters, Department of The Army
HR	Human Resources
HRC	Human Resources Command
HRIS	Human Resources Information System
ICD	Initial Capabilities Document
ICDT	Integrated Capabilities Development Team
ICT	Integrated Concept Team
IET	Initial Entry Training
IMA	Ideas for Materiel Approaches
IMCOM	Installation Management Command

IMT	Initial Military Training
INCOPD	Institute for Non-Commissioned Officer Professional Development
INMA	Ideas for Non-Materiel Approaches
IT	Information Technology
IW	Irregular Warfare
JCA	Joint Capability Areas
JCIDS	Joint Capability Integration Development System
JCD	Joint Capabilities Document
JCTD	Joint Capabilities Technology Demonstration
JFCOM	Joint Forces Command
JIIM	Joint, Interagency, International, Multinational
JTF-N	Joint Task Force-North
JP	Joint Publication
JTCOIC	Joint Training Counter-Improvised Explosive Device Operations Integration Center
K/S/A	Knowledge/Skills/Abilities
LNO	Liaison Officer
LVC	Live Virtual & Constructive
MANPRINT	Manpower Personnel Integration Program
MC	Monte Carlo Simulation
MCO	Major Combat Operation
MDEP	Management Decision Packages
MOA	Memorandum of Agreement
MOS	Military Occupational Specialty
MRE	Mission Rehearsal Exercise
MRMC	Medical Research and Materiel Command
NCO	Non-Commissioned Officer
NSRDEC	Natick Soldier Research Development and Engineering Center
OPMS	Officer Personnel Management System
OV	Operational View
Pam	Pamphlet
PCA	Principal Component Analysis
PEG	Program Execution Groups
PME	Professional Military Education
PEO STRI	Program Executive Office for Simulation Training and Instrumentation
POM	Program Objective Memorandum
PTSD	Post Traumatic Stress Disorder
R&D	Research & Development
RC	Reserve Component
RECAPS	Required Capabilities
ROMO	Range of Military Operations
RSA	Recommended DOTMLPF Solution Approaches
SAG	Senior Advisory Group
S&T	Science and Technology

SLEP	Service Life Extension Program
SQT	Skills Qualification Testing
SME	Subject Matter Expert
SSI	Strategic Studies Institute
SWarF	Senior Warfighter's Forum
TAA	Total Army Analysis
TATRC	Telemedicine and Advanced Technology Research Center
TCM	TRADOC Capability Manager
T/C/S	Tasks, Conditions, Standards
TDA	Tables of Distribution and Allowances
TDE	Temporary Duty for Education
TDY	Temporary Duty
TIG	Time in Grade
T-GAT	Task Group on Assessment & Training
TLE	Training and Leader Education
TOPSS-VW	Transitional Online Post-deployment Soldier Support in Virtual Worlds
TRAC	Training and Doctrine Command Analysis Center
TRADOC	United States Army Training and Doctrine Command
TTHS	Trainees, Transients, Holdees, and Students
TTPs	Tactics, Techniques, and Procedures
UJTL	Universal Joint Task List
USAAC	United States Army Accessions Command
USJFCOM	United States Joint Forces Command
USMA	United States Military Academy
USMC	United States Marine Corps
VA	Veterans Affairs
VCSA	Vice Chief of Staff of the Army
VUCA	Volatile, Uncertain, Complex and Ambiguous

Functional Needs Analysis (FNA)

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
The Army requires a CAPSTONE, Objective capability to perform all human resources lifecycle functions (Structure, Acquire, Develop, Distribute, Deploy, Compensate, Sustain and Transition) in near real-time employing a robust and integrated network; fed by one single, authoritative database for all Components, which enables ARFORGEN and management of unit readiness.	Plan and Engineer the Network.	1	Accessibility	100% of registered end-users (local and remote)permitted network access to perform assigned HCM tasks upon demand regardless of network media	There is no readily available, net-centric service to provide collective HCE, ARFORGEN and Enterprise capabilities to the Army. Lack of single network transport layer precludes effective information/data management and sharing with Army Enterprise communities.	3	5	15	H	**6**
				≥99% of time network can query and extract cross-Enterprise data, without error, to fuse information into a complete picture of unit readiness						
			Affordability	Total system life-cycle cost will not exceed all current, planned and legacy HCE and deployment support systems by 5%						
			Accuracy	100% Compliance with Army Common Operating Environment, GFM-DI and DoDAF specifications to fully support military Net-Centric operations across only one network transport layer						
				100% Compliance with GIG Technical Guidance to include IT Standards identified by GIG Enterprise Service Profiles (GESPs) necessary to meet all operational requirements specified in the DoD Enterprise Architecture implementation plans						
				100% of Information assurance requirements satisfied (e.g. availability, integrity, authentication, confidentiality, non-repudiation, areas of protection, detection, reaction, restoration) in accordance with the completion of DIACAP resulting in the issuance of an Approval to Operate by the Designated Approval Authority						
	Develop an information exchange model to provide standard formats.			Single data entry. 0% Volume of data entry actions for all Army components throughout the system that require data recollection.	Standards for Enterprise information exchange are not common and up-to-date which negatively impact effective and timely data exchanges. The current Soldier data repositories are not standardized or interoperable					

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
		2	Accuracy	Only One logical personnel record per Service Member (regardless of Component) will be maintained throughout the Service Member's lifecycle as a single record	Interoperable	2	4	8	M	**20**
			Accessibility	System formatted data and relevant information exchanged between all organizations, Personnel Developers, impacted Service Members and units within 1 minute.						
				≥99% of System formatted data and relevant information exchangeable between all Personnel Life-Cycle function network applications in near real-time.						
	Install and operate the Network.	3	Availability--Outages are considered any unplanned time the system is not available and does not include preplanned and coordinated maintenance down time.	≥99% of time that a system or group of systems or installed modular application within a Function are operationally capable of performing an assigned mission.	Insufficient database interoperability impedes sharing between Army Enterprises; and across DoD systems.	3	4	12	H	**10**
	Manage content/ Develop/Build user-defined personnel lifecycle function module applications functional within the standard info exchange format and network protocols.	4	Precision	Minimally, system executes modular applications for Personnel Lifecycle functional tasks identified at Annex A, without error and 100% of time within system availability.	4.1 -- Incompatible software and functional applications hinder linkage, processing and management of Soldier data files to perform HCE processes in a timely manner.	3	5	15	H	**4**
			Innovation	Personnel Life-Cycle Modular applications must be developed incorporating end-user requirements and functional concerns for ease-of-use	4.2 -- Insufficient functional support processes do not provide end-to-end visibility and accessibility for HCE personnel developers and Soldiers.	3	5	15	H	**3**
			Interoperability	System Personnel Life-Cycle Modular applications and network exchange data without error within ≥10 seconds to ensure end-user satisfactorily completes personnel actions.	4.3 -- Too many tools must be utilized in order to properly manage personnel in a cross-Enterprise environment resulting in lost, corrupt or incomplete data exchanges.	3	5	15	H	**5**

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
	Migrate legacy information/Populate the system database for modular application processing.	5	Accuracy	100% of legacy Service Member, unit and organizational data migrated, without error, into Objective system database and Personnel Life-Cycle Modular applications for immediate use by end-users.	The process of updating or inputting data into some critical databases is too slow and cumbersome for users.	2	4	8	M	**19**
	Deploy and maintain user-tested/accepted module applications to perform personnel lifecycle function tasks.	6	Acceptability	Personnel Life-Cycle Modular applications and network transport not fielded without end-user approval Personnel Life-Cycle Modular application end-users can perform respective job tasks with minimal training	Often equipment operating characteristics are not independently tested and verified as "Acceptable" by actual end-users.	2	3	6	L	**23**
	Review and update applicable personnel function regulations, pamphlets and directives.	7	Flexibility	Personnel Life-Cycle Modular applications can easily be modified to add newly identified Functional Performance Actions Personnel Life-Cycle Modular applications can easily be modified to delete outdated Functional Performance Actions	Not all HCE personnel developers and users properly coordinate their requirements and issues with functional managers.	2	2	4	L	**24**
	Protect and maintain Network services.	8	Innovation	Network and Personnel Life-Cycle Modular applications identify and respond to all attempted intrusions within ≥1 second Network and Personnel Life-Cycle Modular applications are self-healing and can self-recover from attempted intrusion and data corruption	The Army lacks an Enterprise Service Oriented Architecture (SOA) for network management tools to interface with users of all types. These services also need to be available to offline users or those with poor connectivity.	3	3	9	H	**16**

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
The Army requires a real-time automated and integrated common operating picture (COP) decision support system enabling personnel managers, commanders and senior leader/decision maker COA analysis to analyze, visualize, forecast & synchronize the current and predicted impacts of human capital operations on Operating and Generating Forces.	Maintain accurate, synchronized personnel and medical data in one authoritative data source available for near real-time query.	9	Accuracy	Automated systems must synthesize complete status information for each Service Member, regardless of component	No common database search and retrieval schema is available to HCE personnel developers to provide complete Soldier status.	3	3	9	H	**15**
			Precision and Timeliness	100% of complete Service Member records available for data access, query and analysis within ≥1 second						
	Maintain accurate and valid unit and organizational information in one authoritative data source available for near real-time query.	10	Accuracy	Automated systems must synthesize complete status (Cross-Enterprise) information for each unit/organization	There is no standard set of data exchange formats and dissemination technologies suitable for real-time or near real-time exchange of Active and Reserve component information which connect with Enterprise sources to yield holistic unit readiness.	3	4	12	H	**7**
			Precision and Timeliness	100% of complete unit readiness/status records available for data access, query and analysis within ≥ 1 second						
			Interoperability	System COP modular application merges individual Soldier and organizational data (Cross-Enterprise), error free, into aggregate unit readiness descriptors within ≥ 3 seconds						
			Precision	System provides input error identification and correction processes ensuring correct data base exchange formats are maintained						
	Track Service Member unit of assignment to authorized position, line number and UIC	11	Accessibility	Commander can verify Service Member assignment to correctly predict arrival timeline ≥99% of the time	The Army lacks the ability to share critical personnel information between HCE management systems, DA Army Organizational servers and DoD GFM-DI accountable authorization systems.	2	4	8	M	**18**
			Precision	Service Member assignment aligns directly with prioritized (PMAD) operational needs						
			Accuracy	≥98% of time Commander can accurately assign Service Member with specific date of arrival						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
	Identify leader CCIR for system-supported COA analysis	12	Accuracy	Necessary CCIR element data fully understood and built into COP modular application	The Army lacks identified standards and priorities for analyzing essential personnel and unit readiness data sets which impede informed leadership decisions across potential unit/mission variations.	3	3	9	H	**14**
				100% of Leader info requirements built into system						
			Flexibility	Leaders can directly input newly identified information requirements for system COA analysis						
			Interoperability	Cross-Enterprise data elements identified to yield complete picture of individual unit readiness						
				100% of Cross-Enterprise data elements available for leader analysis to yield complete picture of individual unit readiness						
	System displays senior leader common operating picture (COP) for ARFORGEN course of action planning and execution.	13	Flexibility	System information is tailorable by the user to specific parameters required to satisfy leader information needs	The Army lacks automated interfaces which support leader analytic DSS tools, network management and communications systems to pass data resulting in incomplete ARFORGEN scenario options in mission simulation systems.	4	4	16	E	**1**
			Accuracy	≥95% of time integrated system information produces correct assessments						
				100% of system data that is accurately maintained						
				≥95% of outcomes reported as Successful by senior leaders						
			Accessibility and Timeliness	>97% of needed Cross-Enterprise data elements available for merging into complete unit readiness picture >97% of the time						
			Timeliness	≥99% of time system data is available to support decisions						
			Interoperability	97% of data successfully merged across Enterprises to yield complete picture of individual unit readiness						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
	Provide managers, commanders and senior leaders with near real-time understanding of operational significance and impact on Enterprise missions, functions and roles of their decisions made.	14	Flexibility	≥95% of decisions accommodate change without detracting from primary unit mission (Risk to unit mission performance)	The Army lacks the tools and databases to govern and manage DSS decision impacts.	4	4	16	E	**2**
			Accuracy	≥99% of goals achieved System-provided COP identifies ≥99% of HCE impacts on individual and aggregate Service Member status						
The Army requires the capability to extract, store, and query data concerning the approved and budgeted unit and personnel authorizations (PMAD) for Army organizations in order to design and build Program Force Documentation and determine the effect of proposed changes to personnel flow within the HCE.	Seamlessly conduct Force Development planning in an ARFORGEN environment.	15	Accuracy	Force Development structuring methodology and tasks included in AUTL	Preplanning for individual missions is hampered by the lack of an ability to change or build an accurate force structure encompassing all components.	3	2	6	L	**22**
			Precision	Minimally, system performs "Structure" tasks identified (numbers 1 22) at Annex A, without error and 100% of time within system availability. 100% of authorized unit personnel on-hand by MRE. ≤1% of operations degraded, delayed, or modified due to authorized personnel shortages. ≤1% of individuals, teams, platoons, and companies Critical MOS's not resourced for operations. 100% of assigned unit personnel meeting personnel readiness requirements.					
			Foresight	100% of strength projections satisfy NMS/DPG force requirements 100% of Accession targets fulfill programmed force authorizations within ARFORGEN time standards						
	Support the Force Structuring process	16	Precision	Minimally, system performs "Structure" tasks identified (numbers 23-40) at Annex A, without error and 100% of time within system availability.	Current organizational authorization documents are not fully standardized or interchangeable.	2	4	8	M	**21**

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
	Validate HC authorizations	17	Precision	100% of required authorizations identified ≥99% of required authorizations align with operational needs	Structuring data available is sometimes of poor quality. Data is sometimes inaccurate, incomplete or just not available.	3	3	9	H	**17**
			Accuracy	100% of accurate validations						
	Predict HC budget authorizations within funding guidance	18	Foresight	Requirements accurately planned and predicted 100% of time	Mandated mission requirements consistently exceed available personnel resources resulting in partial staffing of some prioritized units. This condition negatively impacts the affected unit's ability to accomplish missions in a timely and successful manner.	3	4	12	H	**11**
			Adaptability	Budget includes programmed dollars for ≥95% changing operational needs/authorizations						
	Budget for required authorizations within funding guidance	19	Precision	Prioritized Future requirements funded within budget constraints	Operational requirements routinely exceed manpower authorizations and impact effective ARFORGEN mission planning	3	4	12	H	**12**
			Accuracy	100% of Leadership-established requirements funded						
			Responsiveness	≥99% of changes to operational requirements which can be funded within current budget						
	Validate operating strength numbers using actual budget authorizations	20	Precision	≥99% of required authorizations align with operational needs	End-strength, operating strength, Program force strength all differ from budget authorized strength; the Army lacks a single/simplified metric to measure manpower.	3	4	12	H	**13**
	Populate the force using actual authorized structure within budget constraints	21	Precision	Dollar to person ratio is equal to paragraph and line number across the force ≥99% of the time.	The Army lacks the ability to constrain manpower to fill all mandated mission requirements to the budgeted end-strength.	3	4	12	H	**8**
	Allocate Manpower and prepare the Authorization Documents	22	Precision	Minimally, system performs "Structure" tasks identified (numbers 41 -42) at Annex A, without error and 100% of time within system availability.	Excessive unit fill to Available units negatively impacts Train/Ready unit preparation for OCO or deployment missions.	3	4	12	H	**9**

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
				Policy						
The Army requires an official ARFORGEN-based Force set of policies which direct and guide Human Capital Enterprise efforts.	Codify ARFORGEN policies, processes and requirements in official/formal Army publications (AR's, FM, DA Pams, etc.) detailing unit readiness and metrics, e.g.: - Unit is filled to P2 at Return +180 - Army HRC assigns only personnel who are "Available" for deployment - Unit is filled to 100%	1	Accuracy	95% of provided information is presented accurately	No official ARFORGEN set of documents (AR, FM, DA Pam's, etc) exists to describe necessary planning and execution processes while detailing specific metrics to achieve unit readiness for all components.	3	3	9	H	**4**
				90% of provided information is current						
				Defined processes and procedures reviewed/updated IAW NMS, DPG and operational concepts						
			Understanding	90% of Operating Force leadership understand official methodologies						
				95% of Generating Force functional operators understand roles and responsibilities						
	Staff Draft official document for functionary input and review.	2	Responsiveness	≥99% of functional correspondents provide authoritative input	The Army cannot routinely posture operational forces without doctrinal methodologies.	2	3	6	L	**6**
			Timeliness	≥99% of functional correspondents provide input IAW document timelines						
	Senior leadership formalizes and approves documentation.	3	Precision	Draft ARFORGEN document approved for Army implementation	Insufficient ARFORGEN coordination and collaboration often leads to errors and delays.	2	3	6	L	**7**
	Promulgate official ARFORGEN documentation to Army	4	Accessibility	ARFORGEN document available for Army-wide use	Official ARFORGEN documentation is not available for unit reference and application.	2	2	4	L	**8**
	Human Capital Enterprise manages and assigns Army personnel to achieve sufficient and stable manning levels IAW new official documentation.	5	Precision	≥99% of documented actions performed	Insufficient official guidance prevents HCE personnel managers & developers from achieving unit manning needs IAW ARFORGEN requirements.	3	3	9	H	**5**
			Timeliness	≥99% of documented actions successfully performed IAW unit readiness requirements						
			Accuracy	≥99% of functional ARFORGEN tasks and responsibilities sufficiently described to enable unfettered HCM actions						
			Trust	≥90% of HCM Personnel Developers who independently perform respective functions without error						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
The Army must ensure policy, guidance, and regulatory requirements impacting HCE efforts are fully documented to determine effects of proposed changes to human resource operations.	Manage Human Resources Management Policy and Guidance	6	Innovation	HCM Personnel Developers review and identify needed policy/guidance changes HCM leaders review and identify needed policy/guidance changes >95% of pertinent, non-directed policy and guidance change recommendations drafted for leadership consideration	There are no mandatory reviews or enforcement mechanisms ensuring that personnel management policies (when applied collectively) fully support ARFORGEN requirements; instead of inadvertently hampering unit readiness.	3	3	9	H	**2**
	Develop Human Resources Management Policy and Guidance	7	Accuracy	≥99% of proposed change information is presented accurately 90% of provided information is current	Insufficient detailed analysis and impact considerations inadvertently create HC policies and in-place force-caps which negatively impact unit and force readiness.	3	3	9	H	**3**
			Timeliness	Defined processes and procedures reviewed/updated IAW operational environment circumstances						
	Coordinate HCE Management Policy and Resource Guidance	8	Responsiveness	≥99% of functional correspondents provide authoritative input	Insufficient coordination and collaboration throughout the policy development processes often lead to errors and unforeseen force impacts.	2	2	4	L	**9**
			Timeliness	≥99% of functional correspondents provide input IAW document timelines						
			Responsiveness	AROC approval granted to validate supplemental funded systems as fielded capabilities	DA Lacks JCIDS special processing methodologies to efficiently document and validate current and necessary supplemental funded and fielded capabilities and systems.	3	4	12	H	**1**
	Provide Human Resources Management Policy and Guidance Decision	9	Accessibility	Policy/guidance document available for Army-wide use	Accessibility to the most current policies and directives must be guaranteed to all force planners, Operating and Generating Force agencies.	2	2	4	L	**10**

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						Severity	Probability	Assessment		
				Acquire						
The Army requires a capability to seamlessly track all enlisted accessions.	Provide prospects to interfacing systems to generate leads in each component	1	Interoperability	Components share prospect data to align force structure	The Army lacks an ability to holistically analyze prospect's potential for enlistment and identify "best fit" for enlistee between all components.	2	3	6	L	**20**
			Accessibility	Accessioning data available across components to reduce the number of times data is collected						
			Timeliness	Components share data in Near real-time						
			Accuracy	≥99% of provided information is correct						
				≥95% of provided information is current						
	Extract, store and query recruitment applicant data, for all components, from interfacing systems or data files sent by external systems	2	Accessibility	Data is available throughout acquire function without redundant input	The Army lacks an ability to correlate and synchronize digital identity records and automatically push and pull identity data between components and HCE systems.	2	3	6	L	**29**
			Timeliness	Components share data in Near real-time						
			Interoperability	Components retrieve and share applicant data to align force structure						
			Accuracy	95% of provided information is correct						
				90% of provided information is current						
	Track qualification of prospects	3	Foresight	>95% of predicted outcomes supported	The Army lacks an ability to track the qualification status throughout the recruitment process in real time across one standardized Enterprise network.	2	3	6	L	**38**
			Adaptability	>95% of MOS options available based on qualifications						
			Responsiveness	95% of prospects qualified to meet Army operational needs						
	Forecast all enlisted contracts	4	Foresight	Able to predict future contracts >95% of time	The Army lacks an ability to accurately forecast the required contracts by MOS to support unit fill at points in time required by the ARFORGEN cycle.	3	3	9	H	**6**
			Timeliness	Able to determine required MOS's for operational needs ≥98% of time						
			Flexibility	>98% of contracts that follow through enlistment process on schedule						
	Monitor all enlisted contracts	5	Precision	≥99% of contracts meeting full MOS criteria at time of enlistment	The Army has no mandatory reviews or enforcement mechanisms to ensure that all enlisted contracts are correctly reviewed or analyzed for appropriate component enlistment considerations based on component requirements.	2	2	4	L	**37**
			Timeliness	Time applicant takes from initial signature on contract to taking oath of enlistment						
			Flexibility	≥99% of enlistments accommodate changing Operational Force needs without impacting unit mission focus						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
	Report Delayed Program contracts	6	Foresight	>95% of contracts who enter delayed program and ultimately enlist	The current "enlistment reservation" paradigm is un-dynamic and is not synchronized with critical MOS requirements demanded by ARFORGEN to support unit readiness.	3	3	9	H	**7**
			Timeliness	Time applicant takes from initial signature on contract to taking oath of enlistment supports ARFORGEN requirements						
			Accuracy	98% of data is accurately reported						
	Report non-Delayed Program contracts	7	Timeliness	Time applicant takes from initial signature on contract to taking oath of enlistment supports ARFORGEN requirements.	The current enlistment process is not fully synchronized with critical MOS requirements demanded by ARFORGEN to support unit readiness.	3	2	6	L	**23**
			Precision	100% of applicants who sign contract and fulfill enlistment immediately						
			Accuracy	>98% of data is accurately reported						
	Provide results for specific MOS accession numbers by month	8	Precision	100% of MOS numbers achieved balance operational requirements	The Army lacks an ability, across all components, to forecast required MOS accessions to fill vacated authorizations while supporting unit readiness and ARFORGEN planning.	3	2	6	L	**19**
			Timeliness	>95% of MOS needs reflect real time losses						
			Accuracy	>95% of recruiters/counselors receive real-time MOS needs based on real time losses						
	Identify number of recruits who reported to the start of a military course	9	Accessibility	Commander able to verify recruit start date for filling unit position >95% of the time	The Army lacks an ability to share accession process flow information (e.g., arrival of a Soldier at the start of a military course) with unit commanders in order to rapidly replace losses or permit gaining unit retention efforts to support unit readiness and ARFORGEN planning.	3	3	9	H	**5**
			Foresight	Commander able to verify recruit start date to predict arrival of recruit to first unit assignment >95% of the time						
			Adaptability	Commander able to readjust recruit arrival date(without adverse unit impact) based on start date of course >95% of the time						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
	Track unit of assignment against authorized position, line number and UIC	10	Accessibility	Commander able to verify recruit assignment to predict arrival timeline	The Army lacks an ability to assign a recruit to a forecasted vacant authorization within his first unit of assignment to support ARFORGEN planning.	2	4	8	M	**18**
			Precision	Recruit assignment aligns directly with unit's operational needs as prioritized by HQDA						
			Accuracy	Commander ability to accurately assign recruit with specific date of arrival						
			Foresight	≥95% of recruit's assigned into UIC Para & line number within 3 Days of predicted arrival.						
The Army requires a capability to forecast and plan for accessions based on actual required authorizations to effectively align ARFORGEN and other manning requirements.	Identify all TDA required authorizations	11	Precision	100% of required authorizations identified	The Army lacks an ability to rapidly translate force structure changes to requisitionable personnel authorizations. Annual force structure changes must be completely accounted for to ensure follow-on personnel	2	2	4	L	**35**
			Accuracy	100% of required authorizations that are accurately maintained						
	Identify all TOE required authorizations	12	Precision	100% of required authorizations identified	The Army lacks the ability to rapidly translate force structure changes to requisitionable personnel authorizations. Annual force structure changes must be completely accounted for to ensure follow-on personnel	2	2	4	L	**34**
			Accuracy	100% of required authorizations that are accurately maintained						
	Identify end-strength/operating strength requirements by MOS/Branch	13	Precision	100% of required authorizations identified	The Army lacks an ability to fill end-strength MOS/Branch vacancies from operating strength assets	2	3	6	L	**28**
			Accuracy	100% of required authorizations that are accurately maintained						
	Identify all DMO required authorizations	14	Precision	100% of required authorizations identified	Insufficient personnel fill from operating strength shortcomings may require transitory DMO authorizations requiring special/unusual personnel policy and management practices.	2	2	4	L	**36**
			Accuracy	100% of required authorizations that are accurately maintained						
	Validate all required authorizations	15	Precision	100% of required authorizations identified	Existing force alignment models are inadequate for certain Army applications based on in-place personnel assignment policies. This condition causes excess "non-deployable" soldiers to occupy authorizations needed to better support unit readiness.	3	3	9	H	**4**
				≥99% of required authorizations align with prioritized operational needs						
			Accuracy	100% of accurate validations						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
	Validate accession numbers using Programmed Force authorizations	16	Precision	≥99% of required authorizations align with operational needs	The Army's Personnel budget account does not accurately align with programmed force authorizations.	3	3	9	H	**16**
			Accuracy	≥99% of FY accession numbers complies with allowable personnel budget allocation						
	Access officers and soldiers into unencumbered authorizations/predicted vacancies	17	Precision	≥99% of Future requirements are funded within budget guidelines	Inaccurate force alignment actions preclude appropriate placement of newly assessed soldiers into approved programmed force vacancies/authorizations	3	3	9	H	**14**
The Army requires a capability to validate all personnel data transactions by all Personnel Developers to ensure data accuracy of Service Members .	Include system function in data module that transmits error or verification of data transaction to using Personnel Developer	18	Interoperability	Data transfers occur without redundancy	There are only weak enforcement mechanisms to ensure that only authorized Personnel Developers access, input and change Soldier data.	2	3	6	L	**33**
			Timeliness	100% of receipt actions are effected in < 1 minute						
			Accessibility	Data available through differing components and automated personnel systems, without exception						
			Accuracy	100% of Personnel Developer inputted transactions made without error						
	Include system function in data module that transmits error or data transaction to receiver of transaction	19	Interoperability	Data transfers occur without redundancy	The Army lacks needed tracking systems, at the system manager level, for maintaining situational awareness over Soldier data and transaction errors inputted by Personnel Developers.	2	3	6	L	**32**
			Timeliness	100% of receipts effected in < 1 minute						
			Accessibility	Data available through differing components without exception						
	Include system function in data module that transmits receipt of transaction to sender and affected Service Member	20	Interoperability	Data transfers occur without redundancy	There is no system available to correctly notify Soldiers of all personnel actions (correct, inaccurate, erroneous or deliberate) inputted by Personnel Developers affecting their status. Current ability for Soldiers to accurately track their own personnel status is poor.	2	2	4	L	**35**
			Timeliness	100% of receipts effected in < 1 minute						
			Accessibility	Data available through differing components without exception						
	Verify transaction accuracy at each personnel echelon	21	Accuracy	100% Data transfers occur with final transmission accurately	The Army lacks current system auditing processes to validate accuracy and integrity of personnel databases prior to data storage	2	3	6	L	**30**
			Timeliness	100% of receipts effected in < 1 minute						
			Accessibility	Data available through differing components without exception						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
The Army requires a capability to seamless network information to communicate across the accession community.	Provide network function to support workforce management	22	Interoperability	Network infrastructure supports dataflow across components	Currently personnel recruitment and accession for Army components are entirely separate functions with only manual or semi-automated interfaces at best .	3	3	9	H	**10**
			Accessibility	100% of user-required data available from different components without exception						
			Timeliness	Request for data is provided in < 1 minute						
			Accuracy	100% Data received from all components is current and correct						
	Provide data query and extraction capabilities	23	Adaptability	Extraction capabilities allow wide variety of queries for each component in any situation	The Army lacks an ability to provide near real-time automated support employing a single authoritative personnel database for all components.	3	3	9	H	**8**
			Accessibility	Data available through differing components without exception						
			Accuracy	100% Data received from all components is current and correct						
			Timeliness	Request for data is provided in < 1 minute						
	Provide a filtered set of results as a pre-defined human resource report	24	Timeliness	Pre-defined data results are provided in < 1 minute	The Army lacks responsive functional support processes which provide end-to-end visibility and accessibility for personnel developers and Soldiers.	2	3	6	L	**31**
			Accessibility	Data available through differing components without exception						
			Accuracy	100% Data received from all components is current and correct						
	Provide ability to track, store, and maintain data in a common data warehouse	25	Timeliness	Data is continually updated and near real time	The Army lacks the ability to maintain situational awareness of integrated Army component accession status/information across the HC Enterprise Network architecture.	3	3	9	H	**11**
			Accessibility	Data available through differing components without exception						
			Interoperability	Network infrastructure supports dataflow across components						
			Accuracy	100% Data received from all components is current and correct						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
The Army requires a capability to employ a singular authoritative data source for HCE cross-system data input and update.	Establish one authoritative source for military record data input and correction	26	Interoperability	Data update must be multi-directional at multiple echelons for accuracy across the force ≥99% of the time	The Army lacks standardization of personnel data and transaction types to fully effect HR accountability and management.	3	4	12	H	**1**
			Accessibility	Data available through differing components without exception						
			Responsiveness	-Near real-time record validation is accomplished						
			Accuracy	100% Data received from all components is current and correct						
	Employ one authoritative source for modifying record data	27	Interoperability	Data update must be multi-directional at multiple echelons for accuracy across the force 100% of the time.	The Army has no approved, certified data standard upon which HCE systems are programmed.	3	4	12	H	**2**
			Timeliness	Modification to data must be disseminated in time to meet operational needs						
			Trust	Data update will be accomplished in near real-time by respective entity						
	Employ one authoritative source for transmitting modified data throughout the HR community	28	Interoperability	Data update must be multi-directional at multiple echelons for accuracy across the force 100% of the time.	The Army lacks standards governance for defining database formats and data correlation impact HCE system interoperability.	3	3	9	H	**9**
			Timeliness	Modification to data must be disseminated in time to meet operational needs						
			Trust	Data update will be accomplished in near real-time by respective entity						
The Army requires a capability to validate and pre-position contracted cadets during their junior year to fulfill ARFORGEN requirements.	Forecast number of required unit assignments	29	Foresight	Number will be determined based on programmed losses or promotions within the force	The Army lacks a comprehensive capability to forecast mid-term officer personnel requirements into unit vacancies.	3	3	9	H	**12**
			Flexibility	Number of assignments may be modified to align with ARFORGEN criteria						
	Pre-position contracted cadet for branch specialty	30	Foresight	Schedule for basic officer leaders course during junior year	The Army lacks a comprehensive capability to forecast mid-term officer personnel branch specialties to fill unit vacancies.	2	3	6	L	**25**
			Timeliness	Validate basic officer leaders course start date by January 1 of graduating year						
			Adaptability	Confirm, certify and/or reschedule start date by mid March of graduating year						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
	Pre-position contracted cadet for branch assignment	31	Foresight	Schedule for basic officer leaders course during junior year	The Army lacks the ability, across all components, to forecast required officer accessions by branch to fill vacated authorizations to support unit readiness and ARFORGEN planning.	2	3	6	L	**22**
			Timeliness	Validate basic officer leaders course start date by January 1 of graduating year						
			Adaptability	Confirm, certify and/or reschedule start date by mid March of graduating year						
	Forecast contracted cadets for unit of assignment	32	Foresight	Schedule for unit of assignment during October of graduating year	The Army must provide Commanders with an ability to accurately forecast fill of vacant positions/authorizations to support unit readiness and ARFORGEN planning.	2	3	6	L	**21**
			Timeliness	Validate unit of assignment by January 1 of graduating year						
			Adaptability	Confirm, certify and/or realign unit of assignment by mid March of graduating year						
	Assign contracted cadet against authorized position, line number and UIC	33	Precision	≥95% of cadet assignments align directly with operational needs	Inaccurate force alignment actions preclude appropriate placement of newly commissioned officers into approved programmed force vacancies/authorizations	2	3	6	L	**26**
			Timeliness	≥95% of cadets whose arrival date to unit of assignment is within 31 days after completion of basic leaders course						
			Accuracy	100% of cadets accurately assigned to vacant positions with minimal overlap of current position holder						
The Army requires a capability to align cadet data from current data systems to Army data systems without redundant manual input.	Maintain, collect, and process data using current Army systems	34	Interoperability	100% Data transferred from and received by Army systems to access a cadet onto active duty through one enterprise system	The Army lacks necessary automated cadet personnel management systems which are standardized and up-to-date.	3	4	12	H	**3**
			Accessibility	Data must be accessible and usable by Army systems						
			Trust	Data update is accomplished in near real-time						
	Provide data query and extraction capabilities for officer contracts	35	Flexibility	≥98% of data queries that realign in near real-time due to operational needs	The Army lacks an established minimum standard for what cadet data is to be collected or processed on each/every encounter.	3	3	9	H	**15**
			Accuracy	≥98% of queries and extractions provide near real time information						
			Adaptability	Variety of data queries or extractions available to solidify contract content						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
	Report and graph junior year and senior year contracts	36	Foresight	Able to predict future officers ≥98% of time	The Army lacks identified procedures and techniques enabling all components to seamlessly transition cadets on to active duty.	2	3	6	L	**27**
			Timeliness	Able to determine required branch specialties for operational needs ≥98% of time						
				Data is available to affect unit of assignment decision >95% of the time						
	Identify cadets who reported to a resident military course	37	Foresight	Commander able to verify cadet start date to predict arrival of officer to organization >95% of the time	The Army lack the ability to accurately forecast cadet fills into vacant positions/authorizations to support unit readiness and ARFORGEN planning.	2	3	6	L	**24**
			Accessibility	Commander able to verify officer start date for filling unit position >95% of the time						
			Adaptability	Commander able to readjust officer arrival date based on start date of course >95% of the time						
	Track cadets using Current Army systems	38	Accessibility	Components receive data file on cadet by 31 December of junior year	The process of updating or inputting cadet data into differing automated systems requires non-essential redundant data operations, and is too slow and cumbersome for users.	3	3	9	H	**17**
			Interoperability	Data transferable to Army systems without redundant manual input						
			Foresight	HRC has near real time picture of cadet population potential for future Army growth						
Distribute										
The Army requires the capability to plan, assign, and distribute personnel to the right MOS/ Branch requirement.	Match service member and leader MOS/branch requirements with prioritized unit assignments.	1	Accuracy	% of personnel management goals achieved.	Lack of ability to match Soldier and leader quality and characteristics to the most appropriate branch/MOS mix to ensure success.	3	4	12	H	**18**
			Responsiveness	Personnel management adapts to notification within ARFORGEN timelines						
			Understanding	Assignment correctly matched to service member skill set xx% of the time						
	Develop a manning plan that forecasts and predicts personnel fills and shortages.	2	Accuracy	% of the time assignment objectives are met.	Lack of ability to accurately identify, plan, and distribute personnel according to ARFORGEN requirements.	3	5	15	H	**11**
			Responsiveness	Personnel management adapts to notifications within ARFORGEN timelines						
			Understanding	MOS/FA matched correctly to service member skill set xx% of the time.						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
	Model personnel targets based on CSA manning guidance and ARFOEGEN unit fills.	3	Accuracy	% of the time information produces correct assessments.	Lack of ability to monitor and fill unit fill assignments in line with ARFORGEN.	3	5	15	H	**1**
			Flexibility	Able to adjust to rapidly changing CSA manning guidance.						
			Precision	% target objectives meets unit fills.						
The Army requires the capability to manage, advance and retain sufficiently experienced, educated, and versatile service members.	Enter, modify, and/or delete personnel distribution data transactions via a user interface.	4	Accuracy	% of personnel manning requirements met.	Lack of capability to accurately report and update personnel distribution via user interface.	3	3	9	H	**28**
			Accessibility	% of Joint services with authorized access to HR life cycle data.						
			Interoperability	% of the time able to liaise with Joint and other government agencies.						
			Precision	% of documented actions performed without error.						
	Project status of officer and enlisted assignments to units and organizations.	5	Foresight	Future requirements are accurately predicted and planned for.	Insufficient ability to plan, track, and monitor personnel to meet ARGORGEN requirements.	3	3	9	H	**29**
			Flexibility	Ability to change/adjust assignments due to changes in manning guidance.						
			Adaptability	Ability to continue to operate with a reduced force.						
			Precision	% of projected assignment actions performed without error.						
	Reduce the number of times data is collected on service members by consolidating or merging data input requirements.	6	Accuracy	% of data accurately maintained.	Lack of ability to assess and assemble Soldier data from multiple systems into a single information source without redundant data entry.	3	4	12	H	**19**
			Accessibility	% of the time able to liaise with Joint and other government agencies.						
			Interoperability	% of Joint services with authorized access to HR life cycle data.						
			Precision	_____# of times data collected on service members to produce assignment orders without error.						
	Model and align PME timelines with ARFORGEN unit fills.	7	Human Dimension	CPS components essential for development and preparation for service members prior deployment.	Insufficient ability to organize, train, and educate personnel and accelerate learning to meet ARFORGEN requirements.	3	5	15	H	**9**
			Foresight	% of service member's future assignment instructions completed, without error, to support unit ARFORGEN timelines.						
The Army requires the capability to perform assignment management.			Foresight	Allocate existing and predicted service member inventory to meet specific Army requirements.	Insufficient ability to provide development of Soldiers through programmed permanent assignments					

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
	Plan and place personnel on permanent assignment orders.	8	Interoperability	% of critical operational data is available for sharing.		3	5	15	H	**2**
			Precision	% of time able to meet QDA manning guidance.						
			Human Dimension	CPS components essential for development and preparation for service members prior deployment.						
	Plan and place personnel on temporary duty assignment orders.	9	Foresight	Allocate existing and predicted service member inventory to meet specific Army requirements.	Insufficient ability to provide development of Soldiers through programmed temporary duty assignments.	3	4	12	H	**20**
			Precision	% of time able to meet HQDA manning guidance.						
			Human Dimension	CPS components essential for development and preparation for service members prior deployment.						
			Interoperability	% of critical operational data is available for sharing.						
	Maintain Assignment Action Data via User Interface.	10	Accuracy	% of personnel management goals achieved.	Insufficient ability to access and share information across interoperable platforms.	3	5	15	H	**17**
			Interoperability	% of critical operational data is available for sharing.						
	Enter, modify, and/or delete assignment action data transactions via a user interface.	11	Accuracy	% of personnel manning requirements met.	Lack of capability to accurately report and update personnel distribution via user interface.	3	4	12	H	**21**
			Accessibility	% of Joint services with authorized access to HR life cycle data as required.						
			Interoperability	% of the time able to liaise with Joint and other government agencies.						
	Eliminate redundant entries associated with assignment management.	12	Accuracy	% of personnel manning requirements met.	Lack of ability to assess and assemble Soldier data from multiple systems into a single information source without redundant data entry.	3	5	15	H	**12**
				% of the time able to liaise with Joint and other government agencies.						
			Understanding	% of the time able to liaise with Joint and other government agencies.						
			Precision	_____# of times data collected on service members to produce assignment orders without error.						
The Army requires a capability to synchronize professional development training and schools with force manning requirements.	Predict personnel targets based on HQDA manning guidance and ARFOEGEN unit fills.	13	Foresight	% of the time predicted assessments prove to be true.	Insufficient ability to accurately predict and assess skill set and leadership traits to balance ARFORGEN unit fills and HQDA manning guidance.	3	5	15	H	**5**
			Accuracy	% of personnel management goals achieved.						
	Model and align PME		Timeliness	___% of service members meet PME milestones in a timely manner.	Lack of ability to provide HR support to align with PME and ARFORGEN unit fills.					

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						Severity	Probability	Assessment		
	timelines with ARFORGEN unit fills.	14	Accuracy	% of the time decisions accommodate change without detracting from primary mission.		3	3	9	H	**30**
The Army requires the capability to achieve appropriate levels of unit manning by targeting arrival of officer and enlisted service members to units and organizations.	Extract, store, and query data concerning personnel fill requirements and personnel readiness data of units and organizations.	15	Accuracy	% of personnel fill requirements met.	Insufficient IT architecture to identify and eliminate redundant data entry fields.	3	4	12	H	**22**
			Foresight	Future conditions are accurately predicted xx% of the time.						
			Accessibility	Access and retrieve relevant data from multiple sources with a xx% success rate.						
	Identify and eliminate redundancies associated with verification of assignment instructions.	16	Precision	% of decreased data inputs yielding the desire end state.	Insufficient IT architecture to identify and eliminate redundant data entry fields.	3	5	15	H	**10**
			Accuracy	% of the time integrated information produces correct assessments.						
			Interoperability	% of critical operational data is available for sharing.						
	Reduce the number of times data is collected on service members by consolidating or merging data input requirements.	17	Precision	% of the time collected data is merged decreasing redundancy.	Lack of ability to accurately collect, store, and share personnel data from multiple points of entry without redundant data input.	3	4	12	H	**23**
			Innovation	New ideas and procedures are introduced and implemented.						
			Accuracy	% of data accurately maintained.						
The Army requires the capability to monitor unit leadership transitions following redeployment to update changes to the current and projected status of officer and enlisted assignments to units and organizations.	Develop manning plan that ensures PME and developmental assignments give service member proper education.	18	Understanding	% of developmental experiences that transfer to professional performance.	Insufficient ability to accurately synchronize PME with force manning requirements.	3	4	12	H	**24**
			Accuracy	Future requirements correctly identified ____% of the time.						
			Flexibility	% of officers and service members not able to meet ARFORGEN guidance.						
	Reduce the number of times data is collected on service members by consolidating or merging data input requirements.	19	Accuracy	% of data accurately maintained.	Lack of ability to accurately collect, store, and share personnel data from multiple points of entry without redundant data input.	3	3	9	H	**31**
			Interoperability	% of the time able to liaise with Joint services and other government agencies.						
			Accessibility	% of Joint services with authorized access to HR life cycle data.						
The Army Human Capital Enterprise (HCE) requires the capability to extract, store, and query all data concerning the current and projected officer and enlisted assignment and personnel fill	Maintain Personnel Distribution Plans and Data via User Interface	20	Interoperability	% of the time able to liaise with Joint services other government agencies.	Insufficient IT architecture to identify and eliminate redundant data entry fields.	3	4	12	H	**25**
	Monitor policy or CSA manning guidance that may affect distribution plans	21	Accuracy	% of the time assignment data is accurately stored and able to be shared.	Lack of ability to monitor and fill unit fill assignments in line with ARFORGEN.	3	3	9	H	**32**

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
requirements and readiness distribution plans in order to provide an HCE Common Operational Picture and determine the effect of proposed changes to personnel flow within the HCE.	Identify and eliminate redundancies associated with verification of assignment instructions.	22	Precision	% of data inputs decreased yielding the desired end state.	Insufficient IT architecture to identify and eliminate redundant data entry fields.	3	3	9	H	**33**
	Model personnel targets based on HQDA manning guidance and ARFORGEN unit fills	23	Responsiveness	Future conditions are accurately predicted xx% of the time.	Lack of ability to monitor and fill unit fill assignments in line with ARFORGEN.	3	5	15	H	**7**
	Forecast officer and enlisted targeting models to project future shortages or overages due to changes in deployment	24	Flexibility	Able to adjust to rapidly changing HQDA manning guidance.	Insufficient ability to plan, track, and monitor personnel to meet ARGORGEN requirements.	3	3	9	H	**34**
	Plan, manage, and align assignment instructions, PCS, and temporary duty service member requisitions with HQDA manning guidance.	25	Foresight	Able to adjust to rapidly changing HQDA manning guidance.	Lack of ability to match Soldier and leader quality and characteristics to the most appropriate branch/MOS mix to ensure success.	3	5	15	H	**13**
			Human Dimension	CPS components essential for development and preparation for service members prior deployment.						
			Precision	% of time able to meet HQDA manning guidance.						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
The Army requires the capability to make changes concerning the officer and enlisted distribution plans.	Maintain Personnel Distribution Plans and Data via User Interface.	26	Accessibility	Adequate information systems to maintain information flow between organizations.	Insufficient ability and methods to provide common user interfaces across HR distribution channels to ARFORGEN requirements.	3	5	15	H	**6**
			Flexibility	Modifications to existing plans are completed and disseminated in time to meet operational needs.						
	Monitor policy and CSA manning guidance that may affect distribution plans.	27	Adaptability	Individuals/Units able to adjust to changing environments, requirement, or situations by: 1) reduced time to change/rescind orders, 2) reduced numbers of service members impacted by changes, 3) Units experience quicker personnel fill to meet ARFORGEN requirements, 4)reduced number of service members experiencing hardships as a result of orders changes, etc.	Inability to provide seamless transitions of rapidly changing guidance into the distribution of personnel.	3	5	15	H	**15**
			Responsiveness	Capture changing guidance and operational needs IOT adjusted personnel distribution requirements to meet ARFORGEN manning guidance.						
The Army requires the capability to provide Personnel Distribution Workflow.	Forecast officer and enlisted targeting models to project future shortages or overages due to changes in deployment timelines.	28	Foresight	% of time future conditions are accurately predicted.	Insufficient ability to plan, track, and monitor personnel to meet ARGORGEN requirements.	3	5	15	H	**4**
			Accuracy	% of time integrated information produces correct assessment.						
				% of time provided information is collated accurately.						
			Flexibility	% of personnel fill requirements met.						
	Manage and align assignment instructions, PCS, and temporary duty service member requisitions with HQDA manning guidance.	29	Timeliness	Data is available in time to affect decisions/changes for PME ____% of the time	Insufficient IT architecture to identify and share common data associated with HR activities.	3	5	15	H	**14**
			Foresight	% of time future conditions are accurately predicted.						
			Accuracy	% of time integrated information produces correct assessment.						
				% data/information is collated accurately.						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
The Army requires the capability to process assignment reports.	Maintain and collect assignment action data via user interface or external sources.	30	Accuracy	% of the time assignment data is accurately stored and able to be shared	Insufficient IT architecture to identify and share common data associated with HR activities.	3	3	9	H	**35**
				% of correct service member data/ information accurately stored and available for use.						
			Precision	% of time able to meet HADQ manning guidance.						
			Interoperability	%of critical and authorized data available for systems sharing.						
				Able to liaise with Joint services and other government agencies.						
	Provide assignment action workflow.	31	Accuracy	% of the time assignment data is accurately stored and able to be shared	Insufficient IT architecture to identify and share common data associated with HR activities.	3	5	15	H	**8**
			Adaptability	Able to adjust to rapidly changing HQDA manning guidance.						
			Foresight	Future conditions are accurately predicted xx% of the time.						
	Send assignment action data to external sources.	32	Accuracy	% of the time assignment data is accurately store and able to be shared.	Insufficient IT architecture to identify and share common data associated with HR activities.	3	3	9	H	**36**
				% of correct service member data/ information accurately stored and available for use						
			Interoperability	%of critical and authorized data is available for sharing.						
				Able to liaise with other government agencies.						
The Army requires a capability to process Personnel Development Assignment Request Data.	Incorporate Army G1 Manning Guidance.	33	Accuracy	% of the time assignment data is accurately stored and able to be shared	Lack of ability to monitor and fill unit fill assignments in line with ARFORGEN.	3	5	15	H	**3**
				% of correct service member data/ information accurately stored and available for use.						
			Flexibility	% of decisions accommodate change without detracting from the primary mission.						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
	Develop manning plan that ensures PME and developmental assignments give service member proper education.	34	Understanding	Understand Army requirements and service member desires.	Insufficient ability to accurately synchronize PME with force manning requirements.	3	4	12	H	**27**
			Foresight	Future conditions are accurately predicted xx% of the time.						
			Accessibility	Adequate information systems to maintain information flow between organizations.						
			Accuracy	% of service member/Officer PME requirements accommodated within Army requirements and ARFORGEN timelines.						
	Defining algorithms to process data and perform model simulation to support what-if scenarios are captured.	35	Precision	% of time able to meet HQDA manning guidance.	Insufficient IT architecture to identify and eliminate redundant data entry fields.	3	4	12	H	**26**
			Accuracy	% of the time assignment data is accurately stored and able to be shared						
				% of correct service member data/ information accurately stored and available for use.						
			Interoperability	%of critical and authorized data is available for sharing.						
				Able to liaise with Joint services and other government agencies.						
			Flexibility	% of decisions accommodate change without detracting from the primary mission.						
	Validate and verify personnel actions.	36	Accuracy	% of the time assignment data is accurately store and able to be shared.	Insufficient ability to development, validate, and implement an Army approved process or assignments and sharing data with other governmental agencies.	3	5	15	H	**16**
				% of correct service member data/ information accurately stored and available for use.						
			Interoperability	%of critical and authorized data is available for sharing.						
				Able to liaise with Joint services other government agencies.						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
Develop										
The Army requires a capability to track and manage Initial Military Training (IMT) class fills for all Branches / MOS's by component and adjust the number of classes to accommodate changes to student load requirements and differences in student fill	Manage all start and end dates of training	1	Flexibility	%of changes to forecasted dates	The Army lacks the ability to manage the start and end dates for all IMT effectively by MOS or branch	3	3	9	H	**8**
	Track number of seats by MOS	2	Accuracy	number of incorrect seat assignments	The Army lacks the ability to efficiently track all school seats by MOS	2	4	8	M	**11**
	Monitor by MOS historically unfilled slots (redistribute slots)	3	Precision	%of lost slots	The Army lacks the ability to track unfilled IMT school seats and fill them prior to training start dates	2	4	8	M	**12**
	1.4 Track the number and percentage of graduation rates	4	Accuracy	inaccurate graduation rates	The Army lacks the ability to efficiently track the number and percentage of IMT graduation rates	3	2	6	L	**14**
	Track attrition rates by cause (e.g. illness, failure etc)	5	Accuracy	#of times information is collated correctly	The Army lacks the ability to efficiently track IMT attrition rates by causes	2	2	4	L	**16**
	Review any changes in structure or policy that will effect school dates or sizes	6	Timeliness	months before changes are implemented	The Army lacks the ability to monitor policy and structure changes affecting IMT school dates and class sizes proactively	3	4	12	H	**4**
The Army needs the ability to track and assess the impact of changes to IMT / PME course length	Modify training structure as mission dictates (distance learning, MTT etc)	7	Flexibility	time it takes to modify training structure	The Army lacks the ability to modify the training structure rapidly enough to affect changes with current mission requirements.	4	4	16	E	**1**
The Army requires the capability to track and manage all Professional Military Education (PME) class fills for all Branches / MOS's by component and adjust the number of classes to accommodate changes to student load requirements and differences in student fill	Manage all start and end dates of training	8	Responsiveness	#of days before changes are sent out to the Force	The Army lacks the ability to manage the start and end dates for all PME training effectively	3	3	9	H	**10**
	Track number of seats by MOS	9	Precision	#errors in seats by MOS each class	The Army lacks the ability to efficiently track all PME school seats by MOS	2	4	8	M	**13**
	Track the number and percentage of graduation rates	10	Accuracy	%accuracy of information	The Army lacks the ability to efficiently track the number and percentage of PME graduation rates	3	2	6	L	**15**
	Track attrition rates by cause (e.g. illness, failure etc)	11	Accuracy	% of accurate data	The Army lacks the ability to efficiently track PME training attrition rates by causes	2	2	4	L	**17**
	Review any changes in structure or policy that will effect school dates or sizes	12	Efficiency	#of times new data is entered	The Army lacks the ability to respond to changes in structure of policy that affect school dates and sizes	3	4	12	H	**3**
	Monitor un-forecasted unit and individual deployments	13	Accuracy	#of times information is collated correctly	The Army lacks the ability to effectively monitor un-forecasted unit and individual deployments affecting PME	3	3	9	H	**9**

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
The Army requires the capability to track and assess civilian education and fellowships opportunities provided to military personnel.	Track and monitor all government financed civilian education	14	Accuracy	%accuracy of information	The Army lacks the ability to track and monitor government financed civilian education	3	4	12	H	**5**
	Monitor any incurred obligations due to civilian education e.g.. TA, Fellowships etc	15	Accuracy	%accuracy of information	The Army lacks the ability to monitor incurred obligations due to civilian education e.g.. TA, Fellowships etc.	3	3	9	H	**8**
	Monitor education garnered without government funding	16	Precision	%accuracy of information	The Army lacks the ability to monitor education garnered without government funding	2	2	4	L	**18**
	Update education records	17	Timeliness	%records up to date	The Army lacks the ability to efficiently update education records	2	5	10	H	**6**
The Army requires the capability to monitor and manage all Officer and Enlisted professional development programs.	Access and manage all training and education records from induction to retirement	18	Accuracy	%records up to date	The Army lacks the ability to efficiently manage training and education records from induction to retirement	3	5	15	H	**2**
	Ensure individuals complete all gates for advancement	19	Accuracy	% of eligible service members that have completed all advancement gates	The Army lacks the ability to efficiently monitor and modify advancement gates for individuals	3	3	9	H	**7**
Deploy										
The Army requires a capability to update personnel, pay, and health records of personnel prior to, during, and upon redeployment.	Update pay, personnel, and health records of Active Component personnel (conduct Soldier Readiness Processing).	1	Accessibility	# of times data must be input	The Army lacks the ability to efficiently maintain personal records for active duty Soldiers during deployment and redeployment	3	4	12	H	**4**
			Accuracy	# of records updated without errors						
			Timeliness	% of soldier records that have been updated within the last 6 months						
	Update pay, personnel, and health records (conduct Soldier Readiness Processing) of Reserve Component personnel mobilized for deployment	2	Accessibility	# of times data must be input	The Army lacks the ability to efficiently maintain personal records for reserve component Soldiers during mobilization, deployment, redeployment, and demobilization	4	3	12	H	**5**
			Accuracy	# of records updated without errors						
			Timeliness	% of soldier records that have been updated within the last 6 months						
The Army requires a capability to evaluate the effects of mobilization and deployment on the personnel development system	Evaluate the effects of Combat Stress	HD 22	Flexibility	% of unit formally evaluated after combat operations	The Army lacks the ability to effectively manage the effects of combat stress	4	3	12	H	**3**
			Foresight	% of soldiers that have been evaluated during the month						
			Innovation	amount of time takes to accept and use new ideas once recommended						
	Rapidly assess Soldiers to identify those that are likely to engage in high risk or self-destructive behaviors and track mitigation efforts	3	Flexibility	% of unit formally evaluated after combat operations	The Army lacks the ability to rapidly assess Soldiers to identify those that are likely to engage in high risk or self-destructive behaviors and track mitigation efforts	4	4	16	E	**1**
			Foresight	% of soldiers that have been evaluated during the month						
			Innovation	amount of time takes to accept and use new ideas once recommended						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
	Evaluate the changes required to develop a soldier	4	Flexibility	% of unit formally evaluated after combat operations	The Army lacks the ability to effectively evaluate the changes required to develop a soldier based on deployments	4	4	16	E	**2**
			Foresight	% of soldiers that have been evaluated during the month						
			Innovation	amount of time takes to accept and use new ideas once recommended						
The Army requires the capability to provide recommendations on civilian mobilization planning and management	Ensure military personnel are trained to operate with and support civilian personnel	5	Interoperability	%of unit that has received formal training on working closely with civilian personnel	The Army lacks the ability to ensure military personnel are trained to operate with and support civilian personnel	3	3	9	H	**6**
	Conduct non-combatant evacuation	6	Human Dimension	Amount of time it takes to non - combatant evacuation	The Army lacks the ability to efficiently conduct non-combatant evacuation	4	2	8	M	**7**
	repatriate civilians	7	Adaptability	Amount of time it takes to repatriate civilians	The Army lacks the ability to efficiently repatriate civilians	3	2	6	L	**8**
Compensation										
The Army requires the capability to provide commanders at all levels with Soldier compensation information, including pay, bonuses and special pay, as needed, without redundant data collection, in order to provide an HCE COP.	Extract, store, and query data concerning Soldier Pay	1	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks Soldier Pay.	4	4	16	E	**1**
			Efficiency	# of times/systems data is entered						
			Understanding	Displayed information is understood						
	Extract, store, and query data concerning the number and status of all Soldiers who have been paid or are scheduled to	2	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks special pay or incentive pay.	4	4	16	E	**2**
			Efficiency	# of times/systems data is entered						
			Understanding	Displayed information is understood						
	Extract, store, and query data concerning the number and status of all Soldiers who have been paid or are scheduled to	3	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks bonus payments and eligibility.	3	5	15	H	**3**
			Efficiency	# of times/systems data is entered						
			Understanding	Displayed information is understood						
The Army requires the capability to model and predict changes in policy affecting Soldier compensation information, including pay, bonuses and Incentive/special pay in order to provide senior leaders with accurate information and decision making tools.	Determine the impact of changes in basic pay rates	4	Accuracy	% of time information is collated accurately	The Army does not currently have an automated modeling and prediction tool that determines the impact of changes in basic pay rates.	3	4	12	H	**4**
			Efficiency	# of times/systems data is entered						
			Accessibility	Access and retrieve data from multiple sources						
			Timeliness	Information is available in time to support decisions						
	Determine the impact of changes in bonus pay rates and policies	5	Accuracy	% of time information is collated accurately	The Army does not currently have an automated modeling and prediction tool that determines the impact of changes in bonus pay rates and policies.	3	4	12	H	**6**
			Efficiency	# of times/systems data is entered						
			Accessibility	Access and retrieve data from multiple sources						
			Timeliness	Information is available in time to support decisions						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
	Determine the impact of changes in Incentive/Special pay rates and policies	6	Accuracy	% of time information is collated accurately	The Army does not currently have an automated modeling and prediction tool that determines the impact of changes in Incentive/Special pay rates and policies.	3	4	12	H	**5**
			Efficiency	# of times/systems data is entered						
			Accessibility	Access and retrieve data from multiple sources						
			Timeliness	Information is available in time to support decisions						
The Army requires the capability to pay Soldiers according to their authorized grade, including any additionally authorized supplemental pay and minus any authorized deductions or debt and seamlessly affect changes to pay as they occur in order to compensate Soldiers.	Determine and verify the eligibility for military pay when Soldiers Enter or Leave military service	7	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently determine and verify the eligibility for military pay when Soldiers Enter or Leave military service.	3	4	12	H	**7**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						
	Determine and verify changes to a Soldiers Basic Pay and affect the authorized changes When they occur	8	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently determine, verify, and make changes to a Soldiers Basic Pay when they occur.	3	3	9	H	**8**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						
	Determine and verify eligibility for special pay and incentive pay as Soldiers eligibility changes	9	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently determine and verify eligibility for special pay and incentive pay as Soldiers eligibility changes.	3	3	9	H	**9**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						
	Determine and verify debt to the government owed by Soldiers as they are documented	10	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently determine and verify debt to the government owed by Soldiers as they are documented.	3	3	9	H	**11**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						
	Modify allotments from a Soldiers pay as changes occur	11	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently modify allotments from a Soldiers pay as changes occur.	3	2	6	L	**13**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Accuracy	% of time information is collated accurately						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
	Modify the Direct Deposit account for a Soldiers Pay when changes occur	12	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently modify the direct deposit account for a Soldiers Pay when changes occur.	3	2	6	L	**14**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Accuracy	% of time information is collated accurately						
	Input, investigate, and respond to a Soldiers pay inquiry as needed	13	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently process pay inquiries.	2	4	8	M	**12**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Accuracy	% of time information is collated accurately						
The Army requires the capability to provide non-monetary benefits in order to compensate Soldiers.	Provide Health, Dental, and Vision Benefits	14	Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	The Army lacks the ability to efficiently provide health, dental, and vision benefits.	3	3	9	H	**10**
			Accuracy	Benefits are conferred to all eligible Soldiers, and no ineligible individuals						
			Efficiency	# of times/systems data is entered						
	Provide Life Insurance Benefits	15	Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	The Army lacks the ability to efficiently provide life insurance benefits.	3	2	6	L	**17**
			Accuracy	Benefits are conferred to all eligible Soldiers, and no ineligible individuals						
			Efficiency	# of times/systems data is entered						
	Provide Retirement Savings Plan (Thrift Savings Plan (TSP))	16	Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	The Army lacks the ability to efficiently provide a retirement savings plan.	1	2	2	L	**18**
			Accuracy	Benefits are conferred to all eligible Soldiers, and no ineligible individuals						
			Efficiency	# of times/systems data is entered						
	Provide Initial Issue of clothing bag items and maintenance allowance	17	Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	The Army lacks the ability to efficiently provide initial issue of clothing bag items and maintenance allowance.	2	3	6	L	**16**
			Accuracy	Benefits are conferred to all eligible Soldiers, and no ineligible individuals						
			Efficiency	# of times/systems data is entered						
	Provide housing and sustenance		Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed	The Army lacks the ability to efficiently provide housing and sustenance.					

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
		18	Accuracy	Benefits are conferred to all eligible Soldiers, and no ineligible individuals		2	3	6	L	**15**
			Efficiency	# of times/systems data is entered						
Transition										
The Army requires the capability to view and track Soldiers transitioning out of the Army in real time, without redundant data collection requirements, in order to provide a Human Capital Enterprise (HCE) Common Operating Picture (COP)	Provide Discharge report	1	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks all Soldiers being discharged.	3	5	15	H	**6**
			Efficiency	# of times/systems data is entered						
			Understanding	Displayed information is understood						
	Provide Transfer report	2	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks transitioning Soldiers.	3	5	15	H	**2**
			Efficiency	# of times/systems data is entered						
			Understanding	Displayed information is understood						
	Provide Retirement report	3	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks retiring Soldiers.	3	5	15	H	**4**
			Efficiency	# of times/systems data is entered						
			Understanding	Displayed information is understood						
The Army requires the capability to view and track Soldiers transitioning between components in real time, without redundant data collection requirements, in order to provide an HCE COP	Provide Discharge report	4	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks transitioning Soldiers.	3	5	15	H	**5**
			Efficiency	# of times/systems data is entered						
			Understanding	Displayed information is understood						
	Provide Transfer report	5	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks Soldiers transferring between components.	3	5	15	H	**1**
			Efficiency	# of times/systems data is entered						
			Understanding	Displayed information is understood						
	Provide Recall report	6	Accuracy	% of data that is accurately displayed	The Army does not currently have a real time common operating picture that tracks recalled Soldiers.	3	5	15	H	**3**
			Efficiency	# of times/systems data is entered						
			Understanding	Displayed information is understood						
The Army requires the capability to model and predict the impact of Soldiers transitioning between components in response to proposed changes to existing conditions in order to provide senior leaders with accurate information and decision making tools	Forecast transitioning Soldiers	7	Accuracy	% of time information is collated accurately	The Army does not currently have an automated modeling and prediction tool that tracks transitioning Soldiers.	3	5	15	H	**9**
			Foresight	% of transitioning Soldiers correctly identified						
			Efficiency	# of times/systems data is entered						
			Accessibility	Access and retrieve data from multiple sources						
	Report data on transitioning Soldiers	8	Timeliness	Information is available in time to support decisions	The Army does not currently have an automated modeling and prediction tool that tracks transitioning Soldiers.	3	4	12	H	**11**
			Efficiency	# of times/systems data is entered						
			Accessibility	Access and retrieve data from multiple sources						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
	Simulate effects of transitioning Soldiers in response to changes and compare to force status without changes	9	Timeliness	Information is available in time to support decisions	The Army lacks the ability to simulate effects of transitioning Soldiers.	3	5	15	H	**7**
			Efficiency	# of times/systems data is entered						
			Accessibility	Access and retrieve data from multiple sources						
The Army requires the capability to model and predict the impact of Soldiers transitioning within components in response to proposed changes to existing conditions in order to provide senior leaders with accurate information and decision making tools	Forecast transitioning Soldiers	10	Accuracy	% of time information is collated accurately	The Army does not currently have an automated modeling and prediction tool that tracks transitioning Soldiers.	3	5	15	H	**10**
			Foresight	% of transitioning Soldiers correctly identified						
			Efficiency	# of times/systems data is entered						
			Accessibility	Access and retrieve data from multiple sources						
	Report data on transitioning Soldier	11	Timeliness	Information is available in time to support decisions	The Army does not currently have an automated modeling and prediction tool that tracks transitioning Soldiers.	3	4	12	H	**12**
			Efficiency	# of times/systems data is entered						
			Accessibility	Access and retrieve data from multiple sources						
	Simulate effects of transitioning Soldiers in response to changes and compare to force status without changes	12	Timeliness	Information is available in time to support decisions	The Army lacks the ability to simulate the effects of transitioning Soldiers.	3	5	15	H	**8**
			Efficiency	# of times/systems data is entered						
			Accessibility	Access and retrieve data from multiple sources						
The Army requires the capability to transition Soldiers out of the Army on their separation date in order to maintain a quality, all volunteer, force at authorized end-strength	Access Soldiers records during separation processing and accurately create and issue DD Form 214 (certificate of release	13	Accuracy	% of time information is collated accurately	The Army lacks the ability to efficiently access Soldier records during separation processing.	3	2	6	L	**52**
			Efficiency	# of times/systems data is entered						
			Accessibility	Access and retrieve data from multiple sources						
	Confirm the conditions of separation and ensure that the separation is authorized and characterized properly	14	Accuracy	% of time information is collated accurately	The Army lacks the ability to efficiently confirm the conditions of separation and ensure that the separation is authorized and characterized properly.	4	2	8	M	**49**
			Timeliness	Information is available in time to support decisions						
			Efficiency	# of times/systems data is entered						
	Confirm the conditions of involuntary separation and ensure that the separation is warranted and characterized	15	Accuracy	% of time information is collated accurately	The Army lacks the ability to efficiently confirm the conditions of involuntary separation and ensure that the separation is warranted and characterized properly.	2	4	8	M	**50**
			Timeliness	Information is available in time to support decisions						
			Efficiency	# of times/systems data is entered						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
	Determine the retirement eligibility of a Soldier and ensure that benefits are conferred to eligible Soldiers	16	Accuracy	% of time information is collated accurately	The Army lacks the ability to efficiently determine the retirement eligibility of Soldiers to ensure that benefits are conferred to eligible Soldiers.	3	2	6	L	**51**
			Timeliness	Information is available in time to support decisions						
			Efficiency	# of times/systems data is entered						
The Army requires the capability to transition Soldiers between components in order to maintain readiness.	Transition Soldier from Active Duty to IRR/IMA	17	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently transition Soldiers from AD to IRR/IMA.	4	2	8	M	**17**
			Timeliness	Transition is completed rapidly						
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
	Transition Soldier from Active Duty to IDT	18	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently transition Soldiers from AD to IDT.	4	2	8	M	**18**
			Timeliness	Transition is completed rapidly						
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
	Transition Soldier from Active Duty to AGR	19	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently transition Soldiers from AD to AGR.	4	2	8	M	**19**
			Timeliness	Transition is completed rapidly						
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
	Transition Soldier from IDT to Active Duty	20	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently transition Soldiers from IDT to AD.	4	2	8	M	**13**
			Timeliness	Transition is completed rapidly						
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
	Transition Soldier from IRR/IMA to Active Duty	21	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently transition Soldiers from IRR/IMA to AD.	4	2	8	M	**14**
			Timeliness	Transition is completed rapidly						
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
	Transition Soldier from AGR to Active Duty	22	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently transition Soldiers from AGR to AD.	4	2	8	M	**15**
			Timeliness	Transition is completed rapidly						
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
	Transition Soldier from Retired Reserves to Active		Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently transition Soldiers from the Retired Reserves					

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
	Duty when recalled	23	Timeliness	Transition is completed rapidly	to AD.	4	2	8	M	**16**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
The Army requires the capability to transition Soldiers status within components in order to maintain readiness	Transition Soldier from AGR to IDT	24	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently transition Soldiers from AGR to IDT.	4	2	8	M	**26**
			Timeliness	Transition is completed rapidly						
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
	Transition Soldier from AGR to IMA	25	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently transition Soldiers from AGR to IMA.	4	2	8	M	**27**
			Timeliness	Transition is completed rapidly						
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
	Transition Soldier from AGR to IRR	26	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently transition Soldiers from AGR to IRR.	4	2	8	M	**28**
			Timeliness	Transition is completed rapidly						
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
	Transition Soldier from IDT to Active Duty for State Mobilization	27	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently transition Soldiers from IDT to AD for state mobilization.	4	2	8	M	**21**
			Timeliness	Transition is completed rapidly						
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
	Transition Soldier from IDT to Active Duty for Federal Mobilization	28	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently transition Soldiers from IDT to AD for federal mobilization.	4	2	8	M	**20**
			Timeliness	Transition is completed rapidly						
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
	Transition reservist from state mobilization to federal mobilization.	29	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently transition Soldiers from state mobilization to federal mobilization.	4	2	8	M	**22**
			Timeliness	Transition is completed rapidly						
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
	Transition reservist from federal mobilization to state mobilization.	30	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently transition Soldiers from federal mobilization to state mobilization.	4	2	8	M	**23**
			Timeliness	Transition is completed rapidly						
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
	Transition Reservist from AD to IDT for De-mobilization (title 10)	31	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently transition Soldiers from AD to IDT for De-mobilization under title 10.	4	2	8	M	**24**
			Timeliness	Transition is completed rapidly						
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
	Transition Reservist from AD to IDT for De-mobilization (title 32)	32	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently transition Soldiers from AD to IDT for De-mobilization under title 32.	4	2	8	M	**25**
			Timeliness	Transition is completed rapidly						
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
The Army requires the capability to manage transition programs in order to seamlessly transfer Soldiers between and/or within components.	Maintain Military Personnel Separation Data via User Interface	33	Efficiency	# of times/systems data is entered	The Army lacks a single source user interface to efficiently maintain military personnel records.	4	2	8	M	**29**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Accuracy	% of time information is collated accurately						
	Collect Military Personnel Separation Data from other systems or agencies	34	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently collect separation data from other systems or agencies.	4	2	8	M	**30**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Accuracy	% of time information is collated accurately						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
	Extract, store, and query data concerning the number and status of all Soldiers who are eligible for recall to Active Duty	35	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently process data concerning the number and status of all Soldiers who are eligible for recall to Active Duty.	4	2	8	M	**31**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Accuracy	% of time information is collated accurately						
	Extract, store, and query data concerning the number and status of all Soldiers who have volunteered for or have been recalled to Active Duty	36	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently process data concerning the number and status of all Soldiers who have volunteered for or have been recalled to Active Duty.	4	2	8	M	**32**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Accuracy	% of time information is collated accurately						
	Provide Military Personnel Separation Workflow	37	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently provide military personnel separation workflow.	4	2	8	M	**33**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						
	Send Military Personnel Separation Data to other systems or agencies	38	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently send military personnel separation data to other systems or agencies.	4	2	8	M	**34**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						
	Process Military Personnel Separation Data	39	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently process military personnel separation data.	4	2	8	M	**35**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Accuracy	% of time information is collated accurately						
	Produce Military Personnel Separation Report	40	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently produce a comprehensive separation report.	4	2	8	M	**36**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
	Maintain Transition Assistance Program Data via User Interface	41	Efficiency	# of times/systems data is entered	The Army lacks a single source user interface to maintain transition assistance data.	4	2	8	M	**37**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Accuracy	% of time information is collated accurately						
	Collect Transition Assistance Program Data from other systems or agencies	42	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently collect transition assistance program data from other systems or agencies.	4	2	8	M	**38**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Accuracy	% of time information is collated accurately						
	Provide Transition Assistance Program Workflow	43	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently provide transition assistance program workflow.	4	2	8	M	**39**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						
	Send Transition Assistance Program Data to other systems or agencies	44	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently send transition assistance program data to other systems or agencies.	4	2	8	M	**40**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						
	Process Transition Assistance Program Data	45	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently process transition assistance program data.	4	2	8	M	**41**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						
	Produce Transition Assistance Program Report	46	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently produce a transition assistance program report.	4	2	8	M	**42**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
The Army requires the capability to Discharge personnel as needed in order to maintain a quality, all volunteer force and to facilitate replacement IAW the ARFORGEN cycle.	Provide Military Personnel Separation Workflow	47	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently provide military personnel separation workflow.	4	2	8	M	**48**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						
	Send Military Personnel Separation Data to other systems or agencies	48	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently send separation data to other systems or agencies.	4	2	8	M	**47**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						
	Process Military Personnel Separation Data	49	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently process separation data.	4	2	8	M	**46**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Accuracy	% of time information is collated accurately						
	Produce Military Personnel Separation Report	50	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently produce a military personnel separation report.	4	2	8	M	**43**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						
	Extract, store, and query data concerning the number and status of all Soldiers who are approaching their scheduled ETS date	51	Efficiency	# of times/systems data is entered	The Army lacks the ability to process data concerning the number and status of all Soldiers who are approaching their scheduled ETS date.	4	2	8	M	**44**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						
	Extract, store, and query data concerning the number and status of all Soldiers who are scheduled to be involuntarily or medically discharged	52	Efficiency	# of times/systems data is entered	The Army lacks the ability to process data concerning the number and status of all Soldiers who are scheduled to be involuntarily or medically discharged.	4	2	8	M	**45**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
The Army requires the capability to manage retirement services programs in order to confer retirement benefits to all authorized Soldiers and to facilitate replacement IAW the ARFORGEN cycle.	Maintain Military Personnel Retirement Data via User Interface	53	Efficiency	# of times/systems data is entered	The Army lacks a single source user interface to efficiently maintain retirement data.	3	2	6	L	**57**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Accuracy	% of time information is collated accurately						
	Collect Military Personnel Retirement Data from other systems or agencies	54	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently collect retirement data from other systems or agencies.	3	2	6	L	**58**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Accuracy	% of time information is collated accurately						
	Provide Military Personnel Retirement Workflow	55	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently provide military personnel retirement workflow.	3	2	6	L	**59**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						
	Send Military Personnel Retirement Data to other systems or agencies	56	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently send retirement data to other systems or agencies.	3	2	6	L	**60**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						
	Process Military Personnel Retirement Data	57	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently process retirement data.	3	2	6	L	**56**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Accuracy	% of time information is collated accurately						
	Produce Military Personnel Retirement Report	58	Efficiency	# of times/systems data is entered	The Army lacks the ability to efficiently produce a military personnel retirement report.	3	2	6	L	**55**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
	Extract, store, and query data concerning the number and status of all Soldiers who have requested retirement	59	Efficiency	# of times/systems data is entered	The Army lacks the ability to process data concerning the number and status of all Soldiers who have requested retirement.	3	2	6	L	**54**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						
	Extract, store, and query data concerning the number and status of all Soldiers who have approved retirement requests	60	Efficiency	# of times/systems data is entered	The Army lacks the ability to process data concerning the number and status of all Soldiers who have approved retirement.	3	2	6	L	**53**
			Accessibility	Access and retrieve data from multiple sources, Data is available to other sources as needed						
			Timeliness	Information is available in time to support decisions						
Sustain										
The Army requires a capability to monitor the support of service members entering the Warrior Transition Unit OCONUS and their families.	Monitor the support and status of benefits and entitlements due service members and/or their family.	1	Accessibility	% of the time service member or family member have direct access to relevant information	The Army monitors the support of soldiers (and their families) entering the WTUs, process them thru in timely manners, and enact required support/benefits not previously provided 100% of the time.	4	1	4	L	**3**
			Accuracy	% of time integrated information was collated accurately						
			Responsiveness	Incorporate new or changes in benefits and /or entitlements as service members status changes with xx days						
			Timeliness	Data is available in time to affect decision / changes to benefits or entitlements						
The Army requires the capability to track and enact quality of life support services when policy changes affect service member status.	Monitor the dissemination of policy changes that effect benefits for service members and/or their family.	2	Accuracy	% of time integrated information was collated accurately	The Army must accurately track and quickly enact changes in quality of life support services for soldiers (and their families) when policy changes affect their status.	2	2	4	L	**4**
			Adaptability	Adjust to changing environment, requirements or situation						
			Flexibility	Service member receipt of benefits/entitlements made effective immediately upon detection of status						
			Timeliness	Data is available in time to affect decision / changes to benefits or entitlements						
	Monitor disseminations of policy changes that effects the Army continuing education system (ACES) program accessibility to the service member.	3	Accessibility	# of day it takes before a service member can employ new policy change(s)	It may take from 1 to 180 days for new policy changes to take effect for service members.	1	2	2	L	**7**
			Accuracy	% of time integrated information was collated accurately						
			Timeliness	Data is available in time to affect decision / changes to benefits or entitlements						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
The Army requires the capability to educate service members and the family member on all benefits and entitlements.	Provide an indoctrination program for spouses once a prospect has contracted with the military.	4	Accessibility	% of service and/or family member that can access indoctrination programs	The Army must thoroughly educate soldiers (and their families) on all the benefits and entitlements to which they are entitled.	2	1	2	L	**5**
			Accuracy	% of time family members information is correctly displayed						
			Foresight	Future requirements are accurately predicted and planned for xx% of the time						
			Responsiveness	% of contracted prospect and/or family members that are provided new benefit information within xx days						
				% of contracted prospect family members that are provided information on military life style						
	Provide service member and family member(s) a single location to all available Army benefits/entitlements and support services via a website.	5	Accessibility	% of service and/or family members that can readily access and use relevant information	Most service and/or family members can readily access and use relevant information on websites provided by the Army	1	1	1	L	**10**
			Accuracy	% of time new benefits and/or services are accurately integrated in the system						
			Responsiveness	Length of the time (days/hours) it takes to make new benefits or service available to service member or family member via the web						
	Provide quality of life benefit search capability. (1.3.1.5)	6	Accessibility	Service member or family member can readily access and use relevant information	Immediately from the web	1	1	1	L	**12**
			Accuracy	% of time new benefits and/or services are accurately integrated in the system						
				% of time service member and/or family member(s) understand provided information and can correctly apply for eligible benefits/entitlements.						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
Structure						**Severity**	**Probability**	**Assessment**		
	Provide medical health benefit search capability. (1.3.2)	7	Accessibility	% of service member or family member that can readily access and use relevant medical health benefit information	Majority of time service member or family member that can readily access and use relevant medical health benefit information	3	1	3	L	**11**
			Accuracy	% of time integrated information was collated accurately						
			Timeliness	% of time health benefit data is available in time to affect decision / changes						
	Provide a gateway education and experiences to the family member programs to assist the service member in family relocation	8	Accessibility	% of service and/or family members can access and use relevant relocation programs prior to relocating	Majority of time service and/or family members can access and use relevant relocation programs prior to relocating	2	1	2	L	**13**
			Social Component	% of increase in service member and family member interaction with the community						
The Army must develop methods and techniques enabling a spouse to support the service member in improving their overall cognitive and social performance.	Educate family member(s) on military lifestyle changes to ease transition into the military community	9	Accessibility	% of service and/or family members that can access development programs	When applicable, family members require military lifestyle education to facilitate their assimilation into the military community and lifestyle.	1	1	1	L	**6**
			Human Dimension	service member and family member trained and prepared on anticipated lifestyle changes						
			Responsiveness	Feedback on progress through the ACS program training						
			Social Component	% of family member in attendance of social development programs						
	Develop method to track and resolve family member(s) issues as a part of overall service member readiness.	10	Foresight	% of family member(s) enrolled in head start programs	75% of family member(s) enrolled in head start programs	2	2	4	L	**9**
			Responsiveness	% of new programs that support family members as service members status changes						
				% of new programs that support service members as family members status changes						
			Social Component	% reduction of family-related issues and impact on operational force						
			Timeliness	Data is available in time to affect decision / changes to benefits or entitlements						

HCE DMIS Capabilities	Task	#	Attributes	Standards	Capability Gap Statement	Risk Measures			Risk Level	Gap Priority
						Severity	Probability	Assessment		
Structure										
The Army requires the capability to track newly contracted service members family members information in real time, without redundant data collection requirements, in order to provide a Human Capital Enterprise (HCE) Common Operating Picture (COP) through end of service.	Track family members from the signing of contract to end of service.	11	Accuracy	% of data that is accurately displayed	The Army must track all family members' information in real time, without redundant data collection requirements, an Human Capital Enterprise (HCE) Common Operating Picture (COP) throughout the soldier's service	3	2	6	L	**1**
			Efficiency	# of times/systems data is entered						
			Understanding	Displayed information is understood						
	Remove family members from all military benefit systems when they are no longer eligible (e.g. divorce, join military,	12	Accuracy	% of data that is accurately displayed	>99% of data is accurate and timely	1	1	1	L	**14**
			Efficiency	# of times/systems data is entered						
			Understanding	Displayed information is understood						
The Army requires the capability to model and predict the impact of service members transitioning into Warrior Transition Unit (WTU) in response to proposed changes to existing conditions in order to provide senior leaders with accurate information and decision making tools	Forecast back fill of service members transferred to WTU and how effects losing unit readiness in the interim.	13	Accuracy	% of time forecasted data has accurately minimized unit lost readiness	The Army must forecast backfills for soldiers entering WTUs and accurately assess effects to unit readiness created by the soldier's loss.	3	2	6	L	**2**
			Efficiency	# of times/systems data is entered						
			Accessibility	Access and retrieve data from multiple sources						
	Simulate effects of service members, unit and family response to unit service member entering a WTU	14	Efficiency	# of times/systems data is entered	>99% of data is accurate and timely	2	2	4	L	**8**
			Accessibility	Access and retrieve data from multiple sources						

Risk Measures Key		
Severity:	**Probability:**	**Assessment (Risk Level):**
1- Negligible	1- Unlikely	Severity value multiplied by Probability value (not weighted)
2- Marginal	2- Seldom	
3- Critical	3- Occasionally	<7 is Low (L)
4- Catastrophic	4- Likely	7-8 is Moderate (M)
	5- Frequently	9-15 is High (H)
		>15 is Extremely High (E)

Gap Priority

DEPARTMENT OF THE ARMY

G2/9

United States Army Accessions Command (USAAC)

Fort Knox, Kentucky 40121

Functional Solutions Analysis (FSA)

for Data Management Integration and Synchronization

Prepared by
Bering Straits Logistic Services and
Dynamics Research Corporation

May 2, 2011

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Appendix D. -- Ideas for Ideas for Non-Materiel Approaches (INMA) Table		
Gap #	**Gap Description**	**Ideas for Non-Materiel Approach** (D:Doctrine, O: Organization, T: Training, L&E: Leadership & Education, Per: Personnel, F: Facilities, P: Policy)
1	The Army lacks automated interfaces which support leader analytic DSS tools, network management and communications systems to pass data resulting in incomplete ARFORGEN scenario options in mission simulation systems.	D: Need a more rapid process for updating doctrine to include more resolution/fidelity on exactly which doctrinal components will be assessed. Lessons learned process is too slow and unresponsive to what is going on in, often failing to leverage and respond to ongoing operations. One personnel agency/organization needs to be accountable for implementing lessons learned. There is also an organizational challenge associated with implementing a rapid process. O: Establish a single organization to support the development and validation of appropriate tools; begin by leveraging PM EIS products as appropriate for all leader training programs. T: Conduct Personnel Developer training on emerging technology, ARFORGEN procedures and teaching methods. May need a centralized capability/program to gather, translate and insert new approaches into the training of Personnelists as well as the training cadre--this might ultimately be more efficient than having each school/staff element do this independently L&E: Leverage the Army Leader Development Strategy in order to develop leader education and facilitate a shift from relying on rank/authority alone; to focus on additional skills (situational awareness for effective leader influence). P: Establish an HCE R&D/S&T Enhancement POM line with a minimum resource level to support both critical investigatory efforts and the HCE program coordination overhead. For example, the POM funding could support DMIS assessment research or conduct focused or longitudinal experiments supporting cognitive enhancements enabling critical and creative program efforts.

Gap #	Gap Description	Ideas for Non-Materiel Approach (D:Doctrine, O: Organization, T: Training, L&E: Leadership & Education, Per: Personnel, F: Facilities, P: Policy)
2	The Army lacks an ability to monitor and fill unit fill assignments in line with ARFORGEN.	O: Establish a single assignments flow for officers and enlisted respectively to track and fill Soldiers into and out of the ARFORGEN cycle. T: When career managers have more requisitions than available Soldiers problems emerge that conflict with priority fill requests, e.g. trained to the awareness of knowing that the requisition prioritization must be flexible enough to adjust as deployment timelines or requisitions change. P: Implement assignments target models (OPMD, EPMD) in accordance with CSA Manning Guidance. (Targets represent the correct level of personnel fill for each UIC by Grade and MOS based on; 1) Projected Inventory, 2) Authorizations, and 3) Manning Guidance.)
3	The Army requires the capability to provide commanders at all levels with Soldier compensation information, including pay, bonuses and special pay, as needed, without redundant data collection, in order to provide an HCE COP	D- Changes to existing TTP's can partially address this gap. reports currently generated could be modified and their frequency increased to partially meet leadership requirements. The additional requirements to produce the reports may affect other operations carried out by units due to increase man-hour requirements. O- The establishment of a "reports" section, in conjunction with an increase in the number of pay personnel at each level, could provide the additional resources needed to compile the required reports. This solution could partially address this gap. T- Additional training would not significantly address this gap. L&E- Changes in Leadership and education would not significantly address this gap. Per- An increase in the number of pay personnel assigned at each processing center could partially address this gap. Additional personnel could provide current periodic reports weekly instead of monthly. F- Additional facilities would not significantly address this gap. P- Changes to Policy would not significantly address this gap.

Gap #	Gap Description	Ideas for Non-Materiel Approach (D:Doctrine, O: Organization, T: Training, L&E: Leadership & Education, Per: Personnel, F: Facilities, P: Policy)
4	The Army requires the capability to view and track Soldiers transitioning between components in real time, without redundant data collection requirements, in order to provide an HCE COP	D- Changes to existing TTP's can partially address this gap. The additional requirements to produce the reports may affect other operations carried out by units due to increase man-hour requirements. O- The establishment of a "reports" section, in conjunction with an increase in the number of HR personnel, could provide the additional resources needed to compile the required reports. This solution could partially address this gap. T- Additional training would not significantly address this gap. L&E- Changes in Leadership and education would not significantly address this gap. Per- An increase in the number of HR personnel could partially address this gap. F- Additional facilities would not significantly address this gap. P- Changes to Policy would not significantly address this gap.

Gap #	Gap Description	Ideas for Non-Materiel Approach (D:Doctrine, O: Organization, T: Training, L&E: Leadership & Education, Per: Personnel, F: Facilities, P: Policy)
5	The Army lacks standardization of personnel data and transaction types to fully effect HR accountability and management.	T: Conduct cadre training on emerging technology and teaching methods. May need a centralized capability/program to gather, translate and insert new approaches into the training of cadre as well as the training cadre--this might ultimately be more efficient than having each school/center do this independently T: Develop Memorandum of Agreement (MOA) for sharing of information across Enterprise agencies executing Personnel Life-Cycle functions, as well as data security policy. Update TRADOC Regulation 350-70 (and its relevant pamphlets) in order to institutionalize emerging technology and teaching methods into the personnel developer certification process. P: Develop and implement flexible policy to best address rapidly changing Army personnel requirements across multiple levels over time both within the FYDP and beyond. Policy change is needed to focus on specific unit requirements in addition to end strength and MOS health. P: Implement the Army Common Operating Environment (ACOE) network and DoD Global Force Management Data Initiative (DoD GFMDI) efforts to establish one acceptable data standard by which all Personnel management Lifecycle functions will be performed within the Army.

Gap #	Gap Description	Ideas for Non-Materiel Approach (D:Doctrine, O: Organization, T: Training, L&E: Leadership & Education, Per: Personnel, F: Facilities, P: Policy)
6	The Army needs the ability to track and assess the impact of changes to IMT / PME course length	D: The Army needs to develop doctrinal approaches to IMT/PME course lengths that provides for flexibility and the ability to understand second and third order effects to changes in military training course length T: Leaders at all levels of force management need to be trained to understand how to make good decisions surrounding IMT/PME Course length and to be able to predict the downstream effects of those decisions L: Army leaders must seek to transform the mangement of human resources from the current stovepiped lifecycle functions. Leaders at Strategic and Policy decision making must push the Army to develop tools and operating methods that are cross functional and holistic in their scope. P: The Army must develop Human Resource management policies that are holistic, flexible, and enduring.

Gap #	Gap Description	Ideas for Non-Materiel Approach (D:Doctrine, O: Organization, T: Training, L&E: Leadership & Education, Per: Personnel, F: Facilities, P: Policy)
7	DA Lacks JCIDS special processing methodologies to efficiently document and validate current and necessary supplementally funded and fielded capabilities and systems.	D: **Description:** Current DoD requirements process [JCIDS, IPL, ONS, JUONS, GO Directives] do not fully support special, single/special purpose, small scale systems and emerging demands for Army Enterprise activities. No JCIDS special handling procedures are described in CJCSI 3170 or DoD 5000 to expeditiously review, validate and process needed Enterprise capabilities. **Recommendation:** Develop and validate JCIDS measures, processes, and new techniques, tactics and procedures (TTP) for small scale system life-cycle management. O: Establish TRADOC Capability Managers (TCM) office, CDID and/or S&T advisory group to provide and support a sustained, coordinated, end-to-end HCE development and implementation program. P: **Description:** No JCIDS special handling policy is described in CJCSI 3170 to review, validate and process requirements-based documentation and direction for supplemental issued and fielded systems (small-scale, single-purpose systems, stand-alone software applications or system patches) . Typically, these fielded capabilities were developed outside of the CJCSI 3170 requirements process. No authority or resources are provided and approved to support acquisition activities such as RDT&E, production, deployment, operations sustainment, or retirement. PM support of operators and fielded systems is inconsistent and threatens reliable and continued use of capabilities. This situation has resulted in over 265(+) diverse automated systems fielded for human resource use. There is no system synchronization or long-term resource Plan of Record (POR) by which each of these systems is effectively and efficiently managed over it's lifecycle. **Recommendation:** Update CJCSI 3170, DoD 5000 series, and associated Army documentation to provide management guidance, POM procedures and direction (e.g., CDD, CPD) for managing and maintaining supplemental issued and fielded systems including hardware and software.

Gap #	Gap Description	Ideas for Non-Materiel Approach (D:Doctrine, O: Organization, T: Training, L&E: Leadership & Education, Per: Personnel, F: Facilities, P: Policy)
8	The Army lacks the ability to rapidly assess Soldiers to identify those that are likely to engage in high risk or self-destructive behaviors and track mitigation efforts	D: The Army requires a doctrinal method of tracking prior behaviors that may lead to destructive behavior. O: Establish an automatic system that updates and distributes all pertinent information to those required to see it. O: Establish a secure anonomous non-retributional online referal system for all soldiers T: Institute training from inception throughout a soldiers career to assist in identifying high risk behavior in others and themselves.
9	The Army must track all family members' information in real time, without redundant data collection requirements, an Human Capital Enterprise (HCE) Common Operating Picture (COP) throughout the soldier's service tenure.	D: Need a more rapid process for updating/streamlining doctrine/instructions for processing and then tracking all family member information concurrently with the service member. O: Establish a website or upgrade DEERS to support these requirements. T: Train both PMOs and HR and family medical specialists on how to combine these systems together.

Gap #	Gap Description	Ideas for Non-Materiel Approach (D:Doctrine, O: Organization, T: Training, L&E: Leadership & Education, Per: Personnel, F: Facilities, P: Policy)
10	There are no mandatory reviews or enforcement mechanisms ensuring that personnel management policies (when applied collectively) fully support ARFORGEN requirements; instead of inadvertently hampering unit readiness.	D: Develop and implement Doctrine for knowledge management, personnel life-cycle functions, and an operations process to support organizational learning. Develop an enduring methodology to rapidly transfer learning across organizations. O: Establish a single organization (i.e. TCM, CDID, etc.) with the capacity to conduct and validate the comprehensive personnel Life-Cycle Functions for the Army. (Current personnel environment is too diverse and falls under too many different chains-of-command to be either effective or efficient.) Creation of this single HRCOE organization should also include establishment of CDID/TCM functions, development and validation of appropriate IT tools, RDT&E coordination, and collecting known/emerging data to inform all DOTMLPF-P domain stakeholders. P: Develop and implement a comprehensive revision of Policy to integrate S&T, future Human Capital Management, Human Capital Strategy (HCS), and ARFORGEN, to develop Soldiers through programmed assignments, military and civilian education synchronized with ARFORGEN requirements. HRC, Department of the Army Level G-1 (DA G-1), FORSCOM and TRADOC all participate and each has individual responsibilities/authorities vice an integrated solution -- It is a policy issue to organize and reduce the number of "actors" in charge of stove piped elements of the solution. Realignment of organizational functions should be considered. P: Develop and implement transparent assignment policies based on results of assessment and articulation of criteria for each MOS/job. Would require changes to assignment policy as well as a system to monitor how the assignment approach is working/changes/improvements needed. P: Change policy for assignment and promotion providing flexible gates and timelines which support ARFORGEN unit-building timelines. HC Management requires significant revision of policy on personnel recruitment, assignment, development, promotion, pay etc. L&E: Conduct R&D to identify the critical factors in LVC training in complex/stressful situations which lead to enhanced competence.

Appendix C. -- Prioritized Gaps and Recommended Solution Worksheet

Gap #	Gap Description	Gap Type	D	O	T	Materiel					L	P e r	F	CONOPS	Policy	DMIS Capability	DMIS Task	Attribute	Standard
						"m"	RECAP/SLEP/Additional.	EV	TR	IT									
1	The Army lacks automated interfaces which support leader analytic DSS tools, network management and communications systems to pass data resulting in incomplete ARFORGEN scenario options in mission simulation systems.	No Capability	X	X	X			X	X		X				X	The Army requires a real-time automated and integrated common operating picture (COP) decision support system enabling personnel managers, commanders and senior leader/decision maker COA analysis to analyze, visualize, forecast & synchronize the current and predicted impacts of human capital operations on Operating and Generating Forces.	System displays senior leader common operating picture (COP) for ARFORGEN course of action planning and execution.	Flexibility	System information is tailorable by the user to specific parameters required to satisfy leader information needs
																		Accuracy	≥95% of time integrated system information produces correct assessments
																			100% of system data that is accurately maintained
																			≥95% of outcomes reported as Successful by senior leaders
																		Accessibility and Timeliness	>97% of needed Cross-Enterprise data elements available for merging into complete unit readiness picture >97% of the time
																		Timeliness	≥99% of time system data is available to support decisions
																		Interoperability	97% of data successfully merged across Enterprises to yield complete picture of individual unit readiness
2	The Army lacks an ability to monitor and fill unit fill assignments in line with ARFORGEN.	Proficiency		X	X			X		X					X	The Army requires the capability to plan, assign, and distribute personnel to the right MOS/ Branch requirement.	Model personnel targets based on CSA manning guidance and ARFORGEN unit fills.	Accuracy	% of the time information produces correct assessments.
																		Flexibility	Able to adjust to rapidly changing CSA manning guidance.
																		Precision	% target objectives meets unit fills.

Appendix C. -- Prioritized Gaps and Recommended Solution Worksheet

Gap #	Gap Description	Gap Type	D	O	T	Materiel					L	P	F	CONOPS	Policy	DMIS Capability	DMIS Task	Attribute	Standard
						"m"	RECAP/SLEP/Additional.	EV	TR	IT		er							
3	The Army requires the capability to provide commanders at all levels with Soldier compensation information, including pay, bonuses and special pay, as needed, without redundant data collection, in order to provide an HCE COP.		X	X		X		X				X				The Army requires the capability to provide commanders at all levels with Soldier compensation information, including pay, bonuses and special pay, as needed, without redundant data collection, in order to provide an HCE COP.	Extract, store, and query data concerning Soldier Pay	Accuracy	% of data that is accurately displayed
																		Efficiency	# of times/systems data is entered
																		Understanding	Displayed information is understood
4	The Army requires the capability to view and track Soldiers transitioning between components in real time, without redundant data collection requirements, in order to provide an HCE COP		X	X		X		X				X				The Army requires the capability to view and track Soldiers transitioning between components in real time, without redundant data collection requirements, in order to provide an HCE COP	Provide Transfer report	Accuracy	% of data that is accurately displayed
																		Efficiency	# of times/systems data is entered
																		Understanding	Displayed information is understood
5	The Army lacks standardization of personnel data and transaction types to fully effect HR accountability and management.	No Capability			X			X	X						X	The Army requires a capability to employ a singular authoritative data source for HCE cross-system data input and update	Establish one authoritative source for military record data input and correction	Interoperability	Data update must be multi-directional at multiple echelons for accuracy across the force ≥99% of the time
																		Accessibility	Data available through differing components without exception
																		Responsiveness	-Near real-time record validation is accomplished
																		Accuracy	100% Data received from all components is current and correct
6	The Army needs the ability to track and assess the impact of changes to IMT / PME course length	Sufficiency		X	X							X			X	The Army lacks the ability to modify the training structure rapidly enough to affect changes with current mission requirements.	Modify training structure as mission dictates (distance learning, MTT etc)	Flexibility	time it takes to modify training structure

Appendix C. -- Prioritized Gaps and Recommended Solution Worksheet

Gap #	Gap Description	Gap Type	D	O	T	Materiel					L	P e r	F	CONOPS	Policy	DMIS Capability	DMIS Task	Attribute	Standard
						"m"	RECAP/SLEP/Additional.	EV	TR	IT									
7	DA Lacks JCIDS special processing methodologies to efficiently document and validate current and necessary supplementally funded and fielded capabilities and systems.	Sufficiency	X	X											X	The Army must ensure policy, guidance, and regulatory requirements impacting HCE efforts are fully documented to determine effects of proposed changes to human resource operations.	Coordinate HCE Management Policy and Resource Guidance	Responsiveness	≥99% of functional correspondents provide authoritative input
																		Timeliness	≥99% of functional correspondents provide input IAW document timelines
																		Responsiveness	AROC approval granted to validate supplementally funded systems as fielded capabilities
8	The Army lacks the ability to rapidly assess Soldiers to identify those that are likely to engage in high risk or self-destructive behaviors and track mitigation efforts		X		X			X	X		X					The Army requires a capability to evaluate the effects of mobilization and deployment on the personnel development system	Rapidly assess Soldiers to identify those that are likely to engage in high risk or self-destructive behaviors and track mitigation efforts	Flexibility	% of unit formally evaluated after combat operations
																		Foresight	% of soldiers that have been evaluated during the month
																		Innovation	amount of time takes to accept and use new ideas once recommended
9	The Army must track all family members' information in real time, without redundant data collection requirements, an Human Capital Enterprise (HCE) Common Operating Picture (COP) throughout the soldier's service tenure.	No Capability	X	X	X			X	X							The Army requires the capability to track newly contracted service members family members information in real time, without redundant data collection requirements, in order to provide a Human Capital Enterprise (HCE) Common Operating Picture (COP) through end of service.	Track family members from the signing of contract to end of service.	Accuracy	% of data that is accurately displayed
																		Efficiency	# of times/systems data is entered
																		Understanding	Displayed information is understood
10	There are no mandatory reviews or enforcement mechanisms ensuring that personnel management policies (when applied collectively) fully support ARFORGEN requirements; instead of inadvertently hampering unit readiness.	Sufficiency	X	X				X			X				X	The Army must ensure policy, guidance, and regulatory requirements impacting HCE efforts are fully documented to determine effects of proposed changes to human resource operations.	Manage Human Resources Management Policy and Guidance	Innovation	HCM Personnel Developers review and identify needed policy/guidance changes
																			HCM leaders review and identify needed policy/guidance changes

Appendix C. -- Prioritized Gaps and Recommended Solution Worksheet

Gap #	Gap Description	Gap Type	D	O	T	Materiel					L	Per	F	CONOPS	Policy	DMIS Capability	DMIS Task	Attribute	Standard
						"m"	RECAP/SLEP/Additional.	EV	TR	IT									
																			>95% of pertinent, non-directed policy and guidance change recommendations drafted for leadership consideration

Appendix E. -- Ideas for Materiel Approaches (IMA) Worksheet

Gap ID #	Gap Description	Proposed Ideas for Materiel Approaches (PMJ at this point)
1	The Army lacks automated interfaces which support leader analytic DSS tools, network management and communications systems to pass data resulting in incomplete ARFORGEN scenario options in mission simulation systems.	**Evolutionary --** Implement the Army Common Operating Environment (ACOE) network and DoD GFMDI to fully support military Net-Centric operations across only one network transport layer. **Transformational --** Manage content/ Develop/Build user-defined personnel lifecycle function module applications functional within the standard info exchange format and network protocols. **Transformational --** Design, implement and field separate/stand-alone Personnel Life-Cycle Modular IT applications which capably perform end-user functional applications. (Application packages must be designed based on end-user requirements and functional concerns for ease-of-use.) **Transformational** -- Design, implement and field leader CCIRR/Decision Support System factors, measures and algorithms which draw data from the objective Personnel Life-Cycle management system to better inform leader queries regarding unit/personnel ARFORGEN readiness.
2	The Army lacks an ability to monitor and fill unit fill assignments in line with ARFORGEN.	**IT --** IPPS-A may cover a portion of this Gap. **Evolutionary --** Enhance technology of officer and enlisted personnel management systems by updating equipment and allowing for shared common data with other associated HR activities and databases. **IT --** Marine Corps Total Force System (MCTFS): The Marine Corps Total Force System (MCTFS) is the single, integrated, personnel and pay system supporting both Active Duty and Reserve components of the Marine Corps. The system also includes the capability to report certain entries to enhance personnel management for Civilians, other service personnel, retired Marines. *This may a system that can be adopted for use and reconfigured for US Army use.

Gap ID #	Gap Description	Proposed Ideas for Materiel Approaches (PMJ at this point)
3	The Army requires the capability to provide commanders at all levels with Soldier compensation information, including pay, bonuses and special pay, as needed, without redundant data collection, in order to provide an HCE COP	**Evolutionary --** Development of a software/database solution that either merges or accesses the existing systems can address this gap. **m-** Modification of existing software and databases to provide the required information could partially address this gap
4	The Army requires the capability to view and track Soldiers transitioning between components in real time, without redundant data collection requirements, in order to provide an HCE COP	**Evolutionary --** Development of a software/database solution that either merges or accesses the existing systems can address this gap. **m-** Modification of existing software and databases to provide the required information could partially address this gap
5	The Army lacks standardization of personnel data and transaction types to fully effect HR accountability and management.	**Evolutionary --** Develop an information exchange model to provide standard formats so that each Soldier has Only One logical personnel record (regardless of Component) which will be maintained throughout the Soldier's lifecycle as a single record. **Transformational --** Design, implement and field separate/stand-alone Personnel Life-Cycle Modular IT applications which capably perform end-user functional applications. (Application packages must be designed based on end-user requirements and functional concerns for ease-of-use.)
6	The Army needs the ability to track and assess the impact of changes to IMT / PME course length	**Material - IT** -- Material--IT The Army lacks a single system that allows for holistic modeling of IMT/PME course length. It must develop crossfunctional data systems that provides decision makers with the information required to model/simulated the impact of chnages to IMT/PME Course length and to make timely decisions with a high degree of predictability.

Gap ID #	Gap Description	Proposed Ideas for Materiel Approaches (PMJ at this point)
7	DA Lacks JCIDS special processing methodologies to efficiently document and validate current and necessary supplementally funded and fielded capabilities and systems.	**N/A. DOTLPF--P changes only.**
8	The Army lacks the ability to rapidly assess Soldiers to identify those that are likely to engage in high risk or self-destructive behaviors and track mitigation efforts	**Evolutionary --** Develop an information exchange model to provide leadership and medical personnel with data that may interupt high risk behavior prior to it occuring.
9	The Army must track all family members' information in real time, without redundant data collection requirements, an Human Capital Enterprise (HCE) Common Operating Picture (COP) throughout the soldier's service tenure.	**Evolutionary --** Develop an information exchange model to provide standard formats so that each Soldier has Only One logical personnel record (regardless of Component) which will be maintained throughout the Soldier's lifecycle as a single record. **Transformational --** Manage content/ Develop/Build user-defined personnel lifecycle function module applications functional within the standard info exchange format and network protocols.
10	There are no mandatory reviews or enforcement mechanisms ensuring that personnel management policies (when applied collectively) fully support ARFORGEN requirements; instead of inadvertently hampering unit readiness.	**Evolutionary --** Develop and implement HCE Modeling and Simulation applications to explore force-wide impacts of proposed personnel policy changes prior to full policy/regulatory implementation. **Evolutionary --** Embed redesigned Army personnel management system into TRADOC"s Army Concept Development and Experimentation Program (ACDEP) to conduct Enterprise M&S efforts to ascertain better understanding of force-wide personnel impacts on ARFORGEN requirements.

Appendix G -- CBA Summary Worksheet

Gap #	1	Gap Priority	1

*Recommendation (to address gap)	Rationale	High Value Solutions	Interdependencies	Impact on Gap
Materiel Transformational: -- Design, implement and field leader CCIRR/Decision Support System factors, measures and algorithms which draw data from the objective Personnel Life-Cycle management System to better inform leader queries regarding unit/Personnel ARFORGEN readiness.	Senior leaders require near real-time SA/SU information of their force development and deployment decisions to appropriately apply risk mitigation factors. Tools are needed to manage, filter, and analyze the aggregation of data and information from the myriad sources available to: 1) reduce the complexity of the information; 2) develop a clearer understanding of the HCE status, 3) impacts on unit readiness and effects impacting the Enterprise's ability to execute decision maker directions; and 4) identify other factors in the operational environment, and provide useful, timely information to commanders for appropriate decision making. 5) Information overload at the senior leader-level must be reduced.	**X**		Major
Materiel Transformational: -- Manage content/ Develop/Build user-defined personnel lifecycle function module applications; functional within the standard info exchange format and network protocols.		**X**		Major
Materiel Evolutionary: -- Implement the Army Common Operating Environment (ACOE) network and DoD GFMDI to fully support military Net-Centric operations across only one network transport layer.		**X**		Major
Materiel Transformational: -- Manage content/ Develop/Build user-defined personnel lifecycle function module applications; functional within the standard info exchange format and network protocols.		**X**		Major

Organizational: Establish a single organization (i.e. TCM, CDID, etc.) to support the development and validation of appropriate tools; begin by leveraging PM EIS products as appropriate for all leader training programs.	Current personnel environment is too diverse and falls under too many different agencies and chains-of-command to be either effective or efficient. As a result, HR functionalities have no Army-designated proponent responsible for life-cycle functions or adequate Enterprise policy decisions.	**X**		Major
Policy: Establish an HCE R&D/S&T Enhancement POM line with a minimum resource level to support both critical investigatory efforts and the HCE program coordination overhead. For example, the POM funding could support DMIS assessment research or conduct focused or longitudinal experiments supporting cognitive enhancements enabling critical and creative program efforts.	The Army's most critical resource, Personnel, has neither a dedicated proponent nor an established POM line from which to conduct personnel research, assessment, M&S, policy impact studies or needed creative program efforts. As a result force-wide policy/program decisions are not well analyzed before implementation and may inadvertently negatively impact personnel and unit readiness; and ARFORGEN actions.	**X**		Major
Training: Conduct Personnel Developer training on emerging technology, ARFORGEN procedures and teaching methods. May need a centralized capability/program to gather, translate and insert new approaches into the training of Personnelists as well as the training cadre--this might ultimately be more efficient than having each school/staff element do this independently	The Army should develop and implement leader training through rapidly reconfigurable scenarios that are portable and integrate tactical, ethical and cultural problems and incorporate the impact of an era of persistent conflict and FSO on the Army's understanding of Army values and the warrior ethos.			Minimal
Leader & Education: Leverage the Army Leader Development Strategy in order to develop leader education and facilitate a shift from relying on rank/authority alone; to focus on additional skills (situational awareness for effective leader influence).	The Army must develop and implement leader development education that integrates tactical, ethical and cultural problems and incorporates the impact of an era of persistent conflict and FSO on the Army's understanding of Army values and the warrior ethos. Also requires developing leader skills to develop cohesive values based units with a strong ethical climate not just role modeling			Minimal

Doctinal: Need a more rapid process for updating doctrine to include more resolution/fidelity on exactly which doctrinal components will be assessed. Lessons learned process is too slow and unresponsive to what is going on within the force, often failing to leverage and respond to ongoing operations. One personnel agency/organization needs to be accountable for implementing lessons learned. There is also an organizational challenge associated with implementing a rapid process.	Operational capabilities must be advanced to develop and implement Doctrine for knowledge management, intelligence, and an operations process to support organizational learning. Develop an enduring methodology to transfer learning across organizations.			Minimal

Gap #	2	Gap Priority	2

*Recommendation (to address gap)	Rationale	High Value Solutions	Interdependencies	Impact on Gap
Materiel IT: -- IPPS-A may cover a portion of this Gap.	As the Army is operating in an increasingly complex operating environment that will challenge individual Soldiers, their leaders, and their organizations in unprecedented ways, there is a need and desire within the US Army to improve the productivity of its personnel system. The Army will always rely on an array of capabilities developed by other Services and the larger joint community in order to achieve its conceptual goals. These materiel approaches are suggested as a basis to help senior leaders: 1) maximize the long-term efficiency of an organization will be maximized when there is a balanced emphasis on people and mission. 2) reduce personnel management problems were identified by the Army's operational objectives and personnel short falls. 3) make the human resources system more responsive and effective in establishing and re-establishing CSA manning guidance and ARFORGEN requirements. 4) increase skills and knowledge through incorporating the military assignments and pay system into an integrated yet less redundant operational archituecture.	**X**		Major
Materiel Evolutionary: -- Enhance technology of officer and enlisted personnel management systems by updating equipment and allowing for shared common data with other associated HR activities and databases.		**X**		Major
Materiel IT: -- Marine Corps Total Force System (MCTFS): The Marine Corps Total Force System (MCTFS) is the single, integrated, personnel and pay system supporting both Active Duty and Reserve components of the Marine Corps. The system also includes the capability to report certain entries to enhance personnel management for Civilians, other service personnel, retired Marines. *This may a system that can be adopted for use and reconfigured for US Army use.		**X**		Major
Organizational: Establish a single assignments flow for officers and enlisted respectively to track and fill Soldiers into and out of the ARFORGEN cycle.	As organizations change so must the personnel system tasked to staff them. The cyclical process of ARFORGEN will function more efficiently and better the match soldier and leader quality assignments process of Operational Force and Generating Force personnel as they rotate.	**X**		Major

Training: When career managers have more requisitions than available Soldiers problems emerge that conflict with priority fill requests, e.g. trained to the awareness of knowing that the requisition prioritization must be flexible enough to adjust as deployment timelines or requisitions change.	The Army must be willing and able to embrace emerging technologies to provide a tactical or operational edge. The targeting model provides a structured and analytical means to more effetively allocate exisiting and predicted Soldier inventory to meet specific needs of the Army. Based on changing inputs assignments personnel must be able to more effectively balance their targeting distribution model to ensure requisitions and assignments properly adhere to CSA and G1 manning guidance and meet ARFORGEN requirements.	**X**		Major
Policy: Implement assignments target models (OPMD, EPMD) in accordance with CSA Manning Guidance. (Targets represent the correct level of personnel fill for each UIC by Grade and MOS based on; 1) Projected Inventory, 2) Authorizations, and 3) Manning Guidance).	Due to the changes in the OE, Soldiers serving in the future Modular Force will experience new opportunities for promotion, career development, and methods of serving the Army. The key element of these changes is the adaptations of the Army's personnel system from the management of assignments to the management of careers.			Minimal

Gap #	3	Gap Priority	3

*Recommendation (to address gap)	Rationale	High Value Solutions	Interdependencies	Impact on Gap
Modification of existing or developing software and databases to provide the required information could partially address this gap	Modifying the exsisting software can be significantly less than the cost of the other viable solutions while still providing enough gap coverage to meet leaders needs.	**X**	Development and implimentation of the IPPS-A system will significantly enhance this solution	Significantly closed
Development of a software/database solution that either merges or accesses the existing systems can address this gap.	Development of new software will alleviate some of the interface issues involved in software modification and provide a more complete solution to the capability gap.	**X**	None	Potential to completely close the gap
Changes to existing TTP's can partially address this gap. reports currently generated could be modified and their frequency increased to partially meet leadership requirements. The additional requirements to produce the reports may affect other operations carried out by units due to increase man-hour requirements.	Changes to current operating procedures will not completely close the capability gap. The added tasks will take man-hours away from current operations if additional personnel are not assigned. Adding people to the rolls may also entail and increase in facilities and equipment, driving the cost higher.		None	Partially close the gap. Further analysis with stakeholder input is required to determine the potential benefit in relation to Leader requirements.

An increase in the number of pay personnel assigned at each processing center could partially address this gap. Additional personnel could provide current periodic reports weekly instead of monthly.	The sheer number of additional people required to completely close this gap makes this		None	Partially close the gap. Further studies will be needed to determine if trades can result in an acceptable solution.
The establishment of a "reports" section, in conjunction with an increase in the number of pay personnel at each level, could provide the additional resources needed to compile the required reports. This solution could partially address this gap.	The cost associated with implementing this solution will probably be prohibitive. Used in conjunction with some of the other solutions, it may have some added value.		None	Gap closure will vary widely and is directly related to the ammount of money available. Low investment will result in negligible closure.

Gap #	4	Gap Priority	4

*Recommendation (to address gap)	Rationale	High Value Solutions	Interdependencies	Impact on Gap
Modification of existing software and databases to provide the required information could partially address this gap	Modifying the exsisting software can be significantly less than the cost of the other viable solutions while still providing enough gap coverage to meet leaders needs.	**X**	None	Significantly closed
Development of a software/database solution that either merges or accesses the existing systems can address this gap.	Development of new software will alleviate some of the interface issues involved in software modification and provide a more complete solution to the capability gap.	**X**	None	Potential to completely close the gap
Changes to existing TTP's can partially address this gap. The additional requirements to produce the reports may affect other operations carried out by units due to increase man-hour requirements.	Changes to current operating procedures will not completely close the capability gap. The added tasks will take man-hours away from current operations if additional personnel are not assigned. Adding people to the rolls may also entail and increase in facilities and equipment, driving the cost higher.		None	Partially close the gap. Further analysis with stakeholder input is required to determine the potential benefit in relation to Leader requirements.

The establishment of a "reports" section, in conjunction with an increase in the number of HR personnel, could provide the additional resources needed to compile the required reports. This solution could partially address this gap.	The cost associated with implementing this solution will probably be prohibitive. Used in conjunction with some of the other solutions, it may have some added value.		None	Gap closure will vary widely and is directly related to the ammount of money available. Low investment will result in negligible closure.

Gap #	5	Gap Priority	5	

*Recommendation (to address gap)	Rationale	High Value Solutions	Interdependencies	Impact on Gap
Materiel Evolutionary: Develop an information exchange model to provide standard formats so that each Soldier has Only One logical personnel record (regardless of Component) which will be maintained throughout the Soldier's lifecycle as a single record.	To identify requirements, the Accessions command will need to "plug in" to FORSCOM's ARFORGEN Synch Tool which provides a common demand-signal for personnel. A singular data standard format is required to effectively ensure passage of personnel/unit data across Enterprise systems. The HR community requires a similar solution to "see" the demand signal and overlay the supply signal throughout the pipeline to adjust supply to meet ARFORGEN demands.	**X**		Major
Policy: Implement the Army Common Operating Environment (ACOE) network and DoD Global Force Management Data Initiative (DoD GFMDI) efforts to establish one acceptable data standard by which all Personnel management Lifecycle functions will be performed within the Army.	The HC Enterprise should develop and implement an enabling career management IT system for all soldiers across one network path to ensure ease of operation - Army Career Tracker may be good start. This capability will likely require leadership and education solution approaches to support fielding and sustainment.	**X**		Major
Materiel Transformational: Design, implement and field separate/stand-alone Personnel Life-Cycle Modular IT applications which capably perform end-user functional applications. (Application packages must be designed based on end-user requirements and functional concerns for ease-of-use.)	Manning the force is a critical function which can only be efficient and responsive to commanders and HR leaders if database changes are made as soon as they become known. This is especially important if skills, capabilities, and special needs of units continue to change to meet operational mission needs.	**X**		Major
Policy: Develop and implement flexible policy to best address rapidly changing Army personnel requirements across multiple levels over time both within the FYDP and beyond. Policy change is needed to focus on specific unit requirements in addition to end strength and MOS health.	Accessioning officers and soldiers into needed authorizations is vital to assuring the fulfillment of missions as a strategic element of national policy; it enhances predictability; and ensures that leaders have the people necessary to perform assigned missions and tasks.			Minimal

Training: Conduct training on emerging technology and teaching methods. May need a centralized capability/program to gather, translate and insert new approaches into the training of cadre as well as the training cadre--this might ultimately be more efficient than having each school/center do this independently	Increase learning opportunities as part of the Soldier lifecycle model in a way that does not penalize the Soldier or the Personnel Developer which mayrequireTemporary Duty for Education (TDE), increased access to civilian education opportunities. System operators will require formal trainiing on adopted systems augmented by on-the-job experience.			Minimal
Training: Develop Memorandum of Agreement (MOA) for sharing of information across Enterprise agencies executing Personnel Life-Cycle functions, as well as data security policy. Update TRADOC Regulation 350-70 (and its relevant pamphlets) in order to institutionalize emerging technology and teaching methods into the personnel developer certification process.				Minimal

Gap #	6	Gap Priority	6

*Recommendation (to address gap)	Rationale	**High Value Solutions**	Interdependencies	Impact on Gap
Doctrinal: The Army needs to develop doctrinal approaches to IMT/PME course lengths that provides for flexibility and the ability to understand second and third order effects to changes in military training course length	Changes to IMT/PMEcourse length impacts almost every aspect of Human Resource Lifecycle Function. Some are obvious--deployabiltity. Some are not--ability to sustain the ARFORGEN cycle. Doctrinally the Army lacks the ability to holisitcally make decisions regarding IMT/PME course length.	**X**		High
Material--IT The Army lacks a single system that allows for holistic modeling of IMT/PME course length. It must develop crossfunctional data systems that provides decision makers with the information required to model/simulated the impact of chnages to IMT/PME Course length and to make timely decisions with a high degree of predictability.	The information required to make good decisions regarding IMT/PME course length is extremely complex and must take into account multiple variables from several distinct data sources. The current systems lack cross functionality and are not programmed to account for these variables. The current system cannot model the imacts of decisions. Therefore, decision makers lack relevant information and make poor decisions that have significant unforseen downstream affects.	**X**		High
Training: Leaders at all levels of force management need to be trained to understand how to make good decisions surrounding IMT/PME Course length and to be able to predict the downstream effects of those decisions.	Decision makers must be trained in a decision making process that accounts for all the variables impacted by IMT/PME course length. Currently we have little cross functional capability between the various HR Lifecycle Functions and problems are solved and decisions are made inside of stovepipes. The Army must train its leaders to understand the big picture and to collaborate with their counterparts.			Moderate

Leadership: Army leaders must seek to transform the mangement of human resources from the current stovepiped lifecycle functions. Leaders at Strategic and Policy decision making must push the Army to develop tools and operating methods that are cross functional and holistic in their scope.	Army Leadership needs to drive a culture of holistic problem solving and entrepreneurial thinking. The solutions to many of the IMT/PME Course length issues can be solved with nothing more than Leadership and the application of sound management skills.			Moderate
Policy: The Army must develop Human Resource management policies that are holistic, flexible, and enduring.	Current Army Policy is too focused on meeting ongoing mission requirements (ARFORGEN) and not focused on building sound operating policy that is flexible and enduring. The Army's Human Resource Community lacks cross functionality and the ability to systematically approach problem solving.			Moderate

Gap #	7	Gap Priority	7	

*Recommendation (to address gap)	Rationale	High Value Solutions	Interdependencies	Impact on Gap
Organizational: Establish TRADOC Capability Managers (TCM) office, CDID and/or S&T advisory group to provide and support a sustained, coordinated, end-to-end HCE development and implementation program.	Current personnel environment is too diverse and falls under too many different agencies and chains-of-command to be either effective or efficient. As a result, HR functionalities have no Army-designated proponent responsible for life-cycle functions or adequate Enterprise policy decisions. Establish single Human Capital organization to coordinate RDT&E, collect known data and inform all DOTMLPF-P domain stakeholders.	**X**	1; 10	Major
Doctrinal-- Develop and validate JCIDS measures, processes, and new techniques, tactics and procedures (TTP) for small scale system life-cycle management.	Small-scale, single-purpose systems, stand-alone software systems and applications have no officially described processes for acquisition and support. Typically, these fielded capabilities were developed outside of the CJCSI 3170 requirements process. No authority or resources are provided and approved to support acquisition activities such as RDT&E, production, deployment, operations sustainment, or retirement. PM support of operators and fielded systems is inconsistent and threatens reliable and continued use of capabilities. This situation has resulted in over 265(+) diverse automated systems fielded for human resource use. There is no system synchronization or long-term resource Plan of Record (POR) by which each of these systems is effectively and efficiently managed over it's lifecycle.	**X**		Major
Policy: -- Update CJCSI 3170, DoD 5000 series, and associated Army documentation to provide management guidance, POM procedures and direction (e.g., CDD, CPD) for managing and maintaining supplemental issued and fielded systems including hardware and software.				Moderate

Gap #	8	Gap Priority	8	Major

*Recommendation (to address gap)	Rationale	High Value Solutions	Interdependencies	Impact on Gap
O: Establish an automated system to track and update data on all soldiers	The Army requires the ability to rapidly identify and assess soldiers at high risk of self destructive behavior	**X**		Major
T: Institute training from inception and throughout the career of all soldiers to identify and recognize high risk behavior	Every soldier is critical to looking at their fellow soldiers in all environments and being able to request support prior to destructive behavior occuring.	**X**		Major

Gap #	9	Gap Priority	9	

*Recommendation (to address gap)	Rationale	High Value Solutions	Interdependencies	Impact on Gap
Materiel Evolutionary: -- Implement the Army Common Operating Environment (ACOE) network and DoD GFMDI to fully support military Net-Centric operations across only one network transport layer.	The Army requires the capability to track newly contracted service members family members information in real time, without redundant data collection requirements, in order to provide a Human Capital Enterprise (HCE) Common Operating Picture (COP) through end of service.	**X**		Major
D: Need a more rapid process for updating/streamlining doctrine/instructions for processing and then tracking all family member information concurrently with the service member.	Need to track family members from the signing of contracts to end of service			Minimal
O: Establish a website or upgrade DEERS to support these requirements.	Establish a website that is user friendly and simple enough that family members can become involved in to support these requirements along with their PMOs.			Minimal
T: Train both PMOs and HR and family medical specialists on how to combine these systems together.	Modify training structures for both PMOs and HR and family medical specialists on how to crossreference and track these different systems.			Moderate

Materiel Transformational: -- Design, implement and field leader CCIRR/Decision Support System factors, measures and algorithms which draw data from the objective Personnel Life-Cycle management System to better inform leader queries regarding unit/Personnel ARFORGEN readiness.	Current personnel environment is too diverse and falls under too many different agencies and chains-of-command to be either effective or efficient. As a result, HR functionalities have no Army-designated proponent responsible for life-cycle functions or adequate Enterprise policy decisions.			Minimal

Gap #	10	Gap Priority	10	

*Recommendation (to address gap)	Rationale	**High Value Solutions**	Interdependencies	Impact on Gap
Materiel Evolutionary: Develop and implement HCE Modeling and Simulation applications to explore force-wide impacts of proposed personnel policy changes prior to full policy/regulatory implementation.	Develop and implement a modeling capability to simulate proposed regulatory/policy changes during an environment (CONOPS) of perpetual conflict and ARFORGEN activities. Leadership decision making actions may be assessed for force-wide impacts prior to becoming effective.. Some solutions are not available in 2010, but will be by 2024. This capability will likely require training, policy, and leadership and education solution approaches to support fielding and sustainment.	**X**		Major
Materiel Evolutionary: Embed redesigned Army personnel management system into TRADOC"s Army Concept Development and Experimentation Program (ACDEP) to conduct Enterprise M&S efforts to ascertain better understanding of force-wide personnel impacts on ARFORGEN requirements.	The Army requires the capability to automate and synchronize mission development with proposed Policy changes, recruiting, training and distribution functions to determine overall impacts on ARFORGEN processes.	**X**		Major
Organizational: Establish a single organization with the capacity to conduct and validate the comprehensive personnel Life-Cycle Functions for the Army. Creation of this single HRCOE organization should also include establishment of CDID/TCM functions, development and validation of appropriate IT tools, RDT&E coordination, and collecting known/emerging data to inform all DOTMLPF-P domain stakeholders.	Current personnel environment is too diverse and falls under too many different agencies and chains-of-command to be either effective or efficient. As a result, HR functionalities have no Army-designated proponent responsible for life-cycle functions or adequate Enterprise policy decisions.	**X**		Major

Policy: Develop and implement a comprehensive revision of Policy to integrate S&T, future Human Capital Management, Human Capital Strategy (HCS), and ARFORGEN, to develop Soldiers through programmed assignments, military and civilian education synchronized with ARFORGEN requirements. HRC, Department of the Army Level G-1 (DA G-1), FORSCOM and TRADOC all participate and each has individual responsibilities/authorities vice an integrated solution -- It is a policy issue to organize and reduce the number of "actors" in charge of stove piped elements of the solution. Realignment of organizational functions should be considered.	Develop and implement a predictive scenario which accurately replicates all aspects of FSO under differ personnel policies (enacted and proposed). Requires more agile training development to better incorporate lessons learned.	**X**		Major
Leader & Education: Conduct R&D to identify the critical factors in LVC training in complex/stressful situations which lead to enhanced competence.	The Army Professional Military Education (PME) and Civilian Education System (CES) requires multiple delivery mechanisms and design changes that provide flexibility and balance between operational demands based on ARFORGEN, institutional requirements for technical and tactical expertise, and an Army career professional / learner needs.	**X**		Major
Policy: Develop and implement transparent assignment policies based on results of assessment and articulation of criteria for each MOS/job. Would require changes to assignment policy as well as a system to monitor how the assignment approach is working and what changes/improvements are needed.	HR providers must take ownership of data they control to eliminate or reduce errors that affect manning the force functions.			Moderate

Policy: Change policy for assignment and promotion providing flexible gates and timelines which support ARFORGEN unit-building timelines. HC Management requires significant revision of policy on personnel recruitment, assignment, development, promotion, pay etc.	An expeditionary ARFORGEN- based force setting policy must set the conditions for the Army to provide a structured and analytical means to more effectively allocate existing and predicted service member inventory to meet the specific unit/MOS/grade/time combination requirements of the Army.			Moderate
Doctrinal: Develop and implement Doctrine for knowledge management, personnel life-cycle functions, and an operations process to support organizational learning. Develop an enduring methodology to rapidly transfer learning across organizations.	The Army must manage the Personnel Development System to ensure timely and applicable policy/guidance are applied to the Force and to determine effects of proposed changes to personnel flow			Moderate

Appendix F. -- Recommended DOTMLPF Solution Approaches (RSA) Worksheet

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS: Technical Risk 3: Low 2: Medium 1: High	METRICS: Supportability 3: Low 2: Moderate 1: High	METRICS: Feasibility 3: Likely 2: Somewhat Likely 1: Unlikely	METRICS: DOTMLPF Implications 6 or More: Low 3 to 5: Medium 3 or Less: High	Priority of Approach	Impact on Gap 3: Major 2: Moderate 1: Minimal
1	C; A	1	Alternative CONOPS (Mandatory)							
The Army lacks automated interfaces which support leader analytic DSS tools, network management and communications systems to pass data resulting in incomplete ARFORGEN scenario options in mission simulation systems.			D: Need a more rapid process for updating doctrine to include more resolution/fidelity on exactly which doctrinal components will be assessed. Lessons learned process is too slow and unresponsive to what is going on within the force, often failing to leverage and respond to ongoing operations. One personnel agency/organization needs to be accountable for implementing lessons learned. There is also an organizational challenge associated with implementing a rapid process.	Flexibility Accuracy Accessibility Timeliness Interoperability		Low (3)	Likely (3)	Medium (3)	10	Minimal (1)
			O: Establish a single organization (i.e. TCM, CDID, etc.) to support the development and validation of appropriate tools; begin by leveraging PM EIS products as appropriate for all leader training programs.			Moderate (2)	Likely (3)	Medium (5)	13	Major (3)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
					Technical Risk 3: Low 2: Medium 1: High	Supportability 3: Low 2: Moderate 1: High	Feasibility 3: Likely 2: Somewhat Likely 1: Unlikely	DOTMLPF Implications 6 or More: Low 3 to 5: Medium 3 or Less: High		3: Major 2: Moderate 1: Minimal
			T: Conduct Personnel Developer training on emerging technology, ARFORGEN procedures and teaching methods. May need a centralized capability/program to gather, translate and insert new approaches into the training of Personnelists as well as the training cadre--this might ultimately be more efficient than having each school/staff element do this independently			Low (3)	Likely (3)	Medium (5)	12	Minimal (1)
			L&E: Leverage the Army Leader Development Strategy in order to develop leader education and facilitate a shift from relying on rank/authority alone; to focus on additional skills (situational awareness for effective leader influence).			Low (3)	Likely (3)	Medium (5)	12	Minimal (1)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
					Technical Risk 3: Low 2: Medium 1: High	Supportability 3: Low 2: Moderate 1: High	Feasibility 3: Likely 2: Somewhat Likely 1: Unlikely	DOTMLPF Implications 6 or More: Low 3 to 5: Medium 3 or Less: High		3: Major 2: Moderate 1: Minimal
			P: Establish an HCE R&D/S&T Enhancement POM line with a minimum resource level to support both critical investigatory efforts and the HCE program coordination overhead. For example, the POM funding could support DMIS assessment research or conduct focused or longitudinal experiments supporting cognitive enhancements enabling critical and creative program efforts.			Moderate (2)	Somewhat Likely (2)	Medium (5)	12	Major (3)
			Materiel Evolutionary: -- Implement the Army Common Operating Environment (ACOE) network and DoD GFMDI to fully support military Net-Centric operations across only one network transport layer.		Medium (2)	Moderate (2)	Likely (3)	Medium (4)	14	Major (3)
			Materiel Transformational: -- Manage content/ Develop/Build user-defined personnel lifecycle function module applications; functional within the standard info exchange format and network protocols.		Medium (2)	Moderate (2)	Somewhat Likely (2)	Medium (4)	13	Major (3)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
					Technical Risk 3: Low 2: Medium 1: High	Supportability 3: Low 2: Moderate 1: High	Feasibility 3: Likely 2: Somewhat Likely 1: Unlikely	DOTMLPF Implications 6 or More: Low 3 to 5: Medium 3 or Less: High		3: Major 2: Moderate 1: Minimal
			Materiel Transformational: -- Design, implement and field separate/stand-alone Personnel Life-Cycle Modular IT applications which capably perform end-user functional applications. (Application packages must be designed based on end-user requirements and functional concerns for ease-of-use.)		Medium (2)	Moderate (2)	Somewhat Likely (2)	Medium (4)	13	Major (3)
			Materiel Transformational: -- Design, implement and field leader CCIRR/Decision Support System factors, measures and algorithms which draw data from the objective Personnel Life-Cycle management System to better inform leader queries regarding unit/Personnel ARFORGEN readiness.		Medium (2)	Moderate (2)	Somewhat Likely (2)	Medium (4)	13	Major (3)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
					Technical Risk 3: Low 2: Medium 1: High	Supportability 3: Low 2: Moderate 1: High	Feasibility 3: Likely 2: Somewhat Likely 1: Unlikely	DOTMLPF Implications 6 or More: Low 3 to 5: Medium 3 or Less: High		3: Major 2: Moderate 1: Minimal
2	A; A	2	Alternative CONOPS (Mandatory)							
The Army lacks an ability to monitor and fill unit fill assignments in line with ARFORGEN.			O: Establish a single assignments flow for officers and enlisted respectively to track and fill Soldiers into and out of the ARFORGEN cycle.	Accuracy Flexibility Precision		Moderate (2)	Likely (3)	Medium (3)	10	Moderate (2)
			T: When career managers have more requisitions than available Soldiers problems emerge that conflict with priority fill requests, e.g. trained to the awareness of knowing that the requisition prioritization must be flexible enough to adjust as deployment timelines or requisitions change.			Low (3)	Likely (3)	Medium (5)	13	Moderate (2)
			P: Implement assignments target models (OPMD, EPMD) in accordance with CSA Manning Guidance. (Targets represent the correct level of personnel fill for each UIC by Grade and MOS based on; 1) Projected Inventory, 2) Authorizations, and 3) Manning Guidance.)			Moderate (2)	Moderate (2)	Medium (4)	10	Moderate (2)
			Materiel IT -- IPPS-A may cover a portion of this Gap.		Low (3)	Low (3)	Likely (3)	High (3)	15	Major (3)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
					Technical Risk 3: Low 2: Medium 1: High	Supportability 3: Low 2: Moderate 1: High	Feasibility 3: Likely 2: Somewhat Likely 1: Unlikely	DOTMLPF Implications 6 or More: Low 3 to 5: Medium 3 or Less: High		3: Major 2: Moderate 1: Minimal
			Materiel Evolutionary -- Enhance technology of officer and enlisted personnel management systems by updating equipment and allowing for shared common data with other associated HR activities and databases.		High (1)	High (1)	Likely (3)	Medium (5)	13	Major (3)
			Materiel IT -- Marine Corps Total Force System (MCTFS): The Marine Corps Total Force System (MCTFS) is the single, integrated, personnel and pay system supporting both Active Duty and Reserve components of the Marine Corps. The system also includes the capability to report certain entries to enhance personnel management for Civilians, other service personnel, retired Marines. *This may a system that can be adopted for use and reconfigured for US Army use.		Medium (2)	High (1)	Unlikely (1)	Low (6)	13	Major (3)
3		3	Alternative CONOPS (Mandatory)							

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
					Technical Risk 3: Low 2: Medium 1: High	Supportability 3: Low 2: Moderate 1: High	Feasibility 3: Likely 2: Somewhat Likely 1: Unlikely	DOTMLPF Implications 6 or More: Low 3 to 5: Medium 3 or Less: High		3: Major 2: Moderate 1: Minimal
The Army requires the capability to provide commanders at all levels with Soldier compensation information, including pay, bonuses and special pay, as needed, without redundant data collection, in order to provide an HCE COP.			D: Changes to existing TTP's can partially address this gap. reports currently generated could be modified and their frequency increased to partially meet leadership requirements. The additional requirements to produce the reports may affect other operations carried out by units due to increase man-hour requirements.			Moderate (3)	Likely (3)	Medium (3)	10	Minimal (1)
			O: The establishment of a "reports" section, in conjunction with an increase in the number of pay personnel at each level, could provide the additional resources needed to compile the required reports. This solution could partially address this gap.			Low (1)	Somewhat Likely (2)	Medium (5)	10	Moderate (2)
			Per: An increase in the number of pay personnel assigned at each processing center could partially address this gap. Additional personnel could provide current periodic reports weekly instead of monthly.			Moderate (2)	Somewhat Likely (2)	Medium (5)	11	Moderate (2)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
					Technical Risk 3: Low 2: Moderate 1: High	Supportability 3: Low 2: Moderate 1: High	Feasibility 3: Likely 2: Somewhat Likely 1: Unlikely	DOTMLPF Implications 6 or More: Low 3 to 5: Medium 3 or Less: High		3: Major 2: Moderate 1: Minimal
			Materiel Evolutionary -- Development of a software/database solution that either merges or accesses the existing systems can address this gap.		High (1)	Low (1)	Somewhat Likely (2)	Low (6)	12	Moderate (2)
			Materiel m -- Modification of existing software and databases to provide the required information could partially address this gap		Medium (2)	Moderate (2)	Likely (3)	High (3)	12	Moderate (2)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
					Technical Risk 3: Low 2: Medium 1: High	Supportability 3: Low 2: Moderate 1: High	Feasibility 3: Likely 2: Somewhat Likely 1: Unlikely	DOTMLPF Implications 6 or More: Low 3 to 5: Medium 3 or Less: High		3: Major 2: Moderate 1: Minimal
4		4	Alternative CONOPS (Mandatory)							
The Army requires the capability to view and track Soldiers transitioning between components in real time, without redundant data collection requirements, in order to provide an HCE COP			D: Changes to existing TTP's can partially address this gap. The additional requirements to produce the reports may affect other operations carried out by units due to increase man-hour requirements.			Moderate (3)	Likely (3)	Medium (3)	10	Minimal (1)
			O: The establishment of a "reports" section, in conjunction with an increase in the number of HR personnel, could provide the additional resources needed to compile the required reports. This solution could partially address this gap.			Low (1)	Somewhat Likely (2)	Medium (5)	10	Moderate (2)
			Materiel Evolutionary -- Development of a software/database solution that either merges or accesses the existing systems can address this gap.		High (1)	Low (1)	Somewhat Likely (2)	Low (6)	12	Moderate (2)
			Materiel m -- Modification of existing software and databases to provide the required information could partially address this gap		Medium (2)	Moderate (2)	Likely (3)	High (3)	12	Moderate (2)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
					Technical Risk 3: Low 2: Medium 1: High	Supportability 3: Low 2: Moderate 1: High	Feasibility 3: Likely 2: Somewhat Likely 1: Unlikely	DOTMLPF Implications 6 or More: Low 3 to 5: Medium 3 or Less: High		3: Major 2: Moderate 1: Minimal
5	C; A	5	Alternative CONOPS (Mandatory)							
The Army lacks standardization of personnel data and transaction types to fully effect HR accountability and management.			T: Conduct cadre training on emerging technology and teaching methods. May need a centralized capability/program to gather, translate and insert new approaches into the training of cadre as well as the training cadre--this might ultimately be more efficient than having each school/center do this independently			Low (3)	Unlikely (1)	Medium (4)	9	Minimal (1)
			T: Develop Memorandum of Agreement (MOA) for sharing of information across Enterprise agencies executing Personnel Life-Cycle functions, as well as data security policy. Update TRADOC Regulation 350-70 (and its relevant pamphlets) in order to institutionalize emerging technology and teaching methods into the personnel developer certification process.			Low (3)	Unlikely (1)	Medium (4)	9	Minimal (1)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
					Technical Risk 3: Low 2: Medium 1: High	Supportability 3: Low 2: Moderate 1: High	Feasibility 3: Likely 2: Somewhat Likely 1: Unlikely	DOTMLPF Implications 6 or More: Low 3 to 5: Medium 3 or Less: High		3: Major 2: Moderate 1: Minimal
			P: Develop and implement flexible policy to best address rapidly changing Army personnel requirements across multiple levels over time both within the FYDP and beyond. Policy change is needed to focus on specific unit requirements in addition to end strength and MOS health.			Low (3)	Somewhat Likely (2)	Medium (4)	10	Minimal (1)
			P: Implement the Army Common Operating Environment (ACOE) network and DoD Global Force Management Data Initiative (DoD GFMDI) efforts to establish one acceptable data standard by which all Personnel management Lifecycle functions will be performed within the Army.			Low (3)	Likely (3)	Medium (4)	13	Major (3)
			Materiel Evolutionary: Develop an information exchange model to provide standard formats so that each Soldier has Only One logical personnel record (regardless of Component) which will be maintained throughout the Soldier's lifecycle as a single record.		Medium (2)	Moderate (2)	Somewhat Likely (2)	Medium (4)	13	Major (3)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
					Technical Risk 3: Low 2: Medium 1: High	Supportability 3: Low 2: Moderate 1: High	Feasibility 3: Likely 2: Somewhat Likely 1: Unlikely	DOTMLPF Implications 6 or More: Low 3 to 5: Medium 3 or Less: High		3: Major 2: Moderate 1: Minimal
			Materiel Transformational: Design, implement and field separate/stand-alone Personnel Life-Cycle Modular IT applications which capably perform end-user functional applications. (Application packages must be designed based on end-user requirements and functional concerns for ease-of-use.)		High (1)	Moderate (2)	Somewhat Likely (2)	Medium (4)	12	Major (3)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
					Technical Risk 3: Low 2: Medium 1: High	Supportability 3: Low 2: Moderate 1: High	Feasibility 3: Likely 2: Somewhat Likely 1: Unlikely	DOTMLPF Implications 6 or More: Low 3 to 5: Medium 3 or Less: High		3: Major 2: Moderate 1: Minimal
6	B; A	6	Alternative CONOPS (Mandatory)							
The Army needs the ability to track and assess the impact of changes to IMT / PME course length			D: The Army needs to develop doctrinal approaches to IMT/PME course lengths that provides for flexibility and the ability to understand second and third order effects to changes in military training course length			High (1)	Likely (3)	Low (6)	13	Major (3)
			T: Leaders at all levels of force management need to be trained to understand how to make good decisions surrounding IMT/PME Course length and to be able to predict the downstream effects of those decisions			High (1)	Likely (3)	Medium (4)	10	Moderate (2)
			Material--IT The Army lacks a single system that allows for holistic modeling of IMT/PME course length. It must develop crossfunctional data systems that provides decision makers with the information required to model/simulated the impact of chnages to IMT/PME Course length and to make timely decisions with a high degree of predictability.		High (1)	Moderate (2)	Somewhat Likely (2)	High (2)	10	Major (3)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
					Technical Risk 3: Low 2: Medium 1: High	Supportability 3: Low 2: Moderate 1: High	Feasibility 3: Likely 2: Somewhat Likely 1: Unlikely	DOTMLPF Implications 6 or More: Low 3 to 5: Medium 3 or Less: High		3: Major 2: Moderate 1: Minimal
			L: Army leaders must seek to transform the mangement of human resources from the current stovepiped lifecycle functions. Leaders at Strategic and Policy decision making must push the Army to develop tools and operating methods that are cross functional and holistic in their scope.			High (1)	Likely (3)	Medium (3)	9	Moderate (2)
			P: The Army must develop Human Resource management policies that are holistic, flexible, and enduring.			High (1)	Likely (3)	Medium (5)	11	Moderate (2)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
					Technical Risk 3: Low 2: Medium 1: High	Supportability 3: Low 2: Moderate 1: High	Feasibility 3: Likely 2: Somewhat Likely 1: Unlikely	DOTMLPF Implications 6 or More: Low 3 to 5: Medium 3 or Less: High		3: Major 2: Moderate 1: Minimal
7	B; A	7	Alternative CONOPS (Mandatory)							
DA Lacks JCIDS special processing methodologies to efficiently document and validate current and necessary supplementally funded and fielded capabilities and systems.			D: Develop and validate JCIDS measures, processes, and new techniques, tactics and procedures (TTP) for small scale system life-cycle management.			Low (3)	Likely (3)	Medium (5)	13	Moderate (2)
			O: Establish TRADOC Capability Managers (TCM) office, CDID and/or S&T advisory group to provide and support a sustained, coordinated, end-to-end HCE development and implementation program.			Moderate (2)	Likely (3)	Medium (5)	13	Major (3)
			P: Update CJCSI 3170, DoD 5000 series, and associated Army documentation to provide management guidance, POM procedures and direction (e.g., CDD, CPD) for managing and maintaining supplemental issued and fielded systems including hardware and software.			Low (3)	Somewhat Likely (2)	Medium (5)	12	Moderate (2)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
					Technical Risk 3: Low 2: Medium 1: High	Supportability 3: Low 2: Moderate 1: High	Feasibility 3: Likely 2: Somewhat Likely 1: Unlikely	DOTMLPF Implications 6 or More: Low 3 to 5: Medium 3 or Less: High		3: Major 2: Moderate 1: Minimal
8		8	Alternative CONOPS (Mandatory)							
The Army lacks the ability to rapidly assess Soldiers to identify those that are likely to engage in high risk or self-destructive behaviors and track mitigation efforts			D: The Army requires a doctrinal appoach to monitoring and tracking all at risk behavior.	Flexibility Accuracy Accessibility Timeliness Interoperability	Low (3)	Moderate (2)	Likely (3)	Medium (3)	11	Major (3)
			O: Establish a secure anonomous non-retributional	Accuracy Interoperability	Low (3)	Low (3)	Likely (3)	Medium (6)	13	Major (3)
			T: Institute training from inception throughout a		Low (3)		Somewhat Likely (2)	Medium (5)		Moderate (2)
9	C; A	9	Alternative CONOPS (Mandatory)							
The Army must track all family members' information in real time, without redundant data collection requirements, an Human Capital Enterprise (HCE) Common Operating Picture (COP) throughout the soldier's service tenure.			D: Need a more rapid process for updating/streamlining doctrine/instructions for processing and then tracking all family member information concurrently with the service member.			Low (3)	Likely (3)	Low (6)	13	Minimal (1)
			O: Establish a website or upgrade DEERS to support these requirements.			Low (3)	Somewhat Likely (2)	Medium (5)	11	Minimal (1)
			T: Train both PMOs, HR and family medical specialists on how to combine these systems together.			Low (3)	Somewhat Likely (2)	Medium (5)	12	Moderate (2)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
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			Materiel Evolutionary -- Develop an information exchange model to provide standard formats so that each Soldier has Only One logical personnel record (regardless of Component) which will be maintained throughout the Soldier's lifecycle as a single record.		Low (3)	Low (3)	Somewhat Likely (2)	Medium (6)	17	Major (3)
			Materiel Transformational -- Manage content/ Develop/Build user-defined personnel lifecycle function module applications functional within the standard info exchange format and network protocols.		Low (3)	Low (3)	Likely (3)	Medium (6)	16	Minimal (1)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
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10	B; A		Alternative CONOPS (Mandatory)							
There are no mandatory reviews or enforcement mechanisms ensuring that personnel management policies (when applied collectively) fully support ARFORGEN requirements; instead of inadvertently hampering unit readiness.			D: Develop and implement Doctrine for knowledge management, personnel life-cycle functions, and an operations process to support organizational learning. Develop an enduring methodology to rapidly transfer learning across organizations.			Low (3)	Somewhat Likely (2)	Medium (4)	11	Moderate (2)
			O: Establish a single organization with the capacity to conduct and validate the comprehensive personnel Life-Cycle Functions for the Army. (Current personnel environment is too diverse and falls under too many different chains-of-command to be either effective or efficient.) Creation of this single HRCOE organization should also include establishment of CDID/TCM functions, development and validation of appropriate IT tools, RDT&E coordination, and collecting known/emerging data to inform all DOTMLPF-P domain stakeholders.			Moderate (2)	Somewhat Likely (2)	Medium (4)	10	Major (3)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
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			L&E: Conduct R&D to identify the critical factors in LVC training in complex/stressful situations which lead to enhanced competence.			High (1)	Unlikely (1)	Medium (3)	8	Major (3)
			P: Develop and implement a comprehensive revision of Policy to integrate S&T, future Human Capital Management, Human Capital Strategy (HCS), and ARFORGEN, to develop Soldiers through programmed assignments, military and civilian education synchronized with ARFORGEN requirements. HRC, Department of the Army Level G-1 (DA G-1), FORSCOM and TRADOC all participate and each has individual responsibilities/authorities vice an integrated solution -- It is a policy issue to organize and reduce the number of "actors" in charge of stove piped elements of the solution. Realignment of organizational functions should be considered.			Moderate (2)	Somewhat Likely (2)	Medium (3)	10	Major (3)

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
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			P: Develop and implement transparent assignment policies based on results of assessment and articulation of criteria for each MOS/job. Would require changes to assignment policy as well as a system to monitor how the assignment approach is working/changes/improvements needed.			Low (3)	Somewhat Likely (2)	Medium (4)	11	Moderate (2)
			P: Change policy for assignment and promotion providing flexible gates and timelines which support ARFORGEN unit-building timelines. HC Management requires significant revision of policy on personnel recruitment, assignment, development, promotion, pay etc.			Low (3)	Somewhat Likely (2)	Medium (4)	11	Moderate (2)
			Materiel Evolutionary: Develop and implement HCE Modeling and Simulation applications to explore force-wide impacts of proposed personnel policy changes prior to full policy/regulatory implementation.		Medium (2)	Moderate (2)	Somewhat Likely (2)	Medium (3)	12	Major (3)

Charter for the

Human Capital Enterprise (HCE) Data Management, Integration and Synchronization

Integrated Capabilities Development Team (ICDT)

Document History

Date	Version	Description of Change	Status	Document Number

Suggested Improvements. Send comments, suggested improvements, or recommendations to USAAC, ATTN: **G2/9 JCIDS Team**, Fort Knox, KY 40121

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REVIEWED By:

_____ Date: _____

APPROVED By:

_____ Date: _____

HCE DATA MANAGEMENT, INTEGRATION, AND SYNCHRONIZATION
INTEGRATED CAPABILITIES DEVELOPMENT TEAM
CHARTER

__ September 2010

1. ORIGINATING ORGANIZATION. Headquarters, U.S. Army Accessions Command, Fort Knox, KY 40121.

2. TITLE. HCE Data Management, Integration, and Synchronization Integrated Capabilities Development Team (ICDT) Charter.

3. BACKGROUND:

a. The Army Campaign Plan (ACP) 2009 explicitly states that "…the Generating Force is not properly aligned to efficiently and effectively deliver inputs to the Army Force Generation (ARFORGEN) process"; and ACP 2009 Campaign Objective #8 (*Transforming the Generating Force)* seeks to ensure the Generating Force's processes, policies, and procedures enable full implementation of the ARFORGEN process.

b. An assumption of the *Army Operating Concept 2016-2028*, TRADOC Pam 525-3-1, is that the Army will continue to use a force management model that relies on unit replacement and cyclical readiness to govern the training, deployment, and reset of its operational forces. Moreover, to build an operationally adaptable Army capable of decentralized mission command it is essential that the Army synchronize the readiness and deployment cycles of corps, divisions, and brigades to build cohesive teams, mentor subordinate leaders, and establish the necessary level of trust.

c. The Human Dimension Initial Capabilities Document (ICD) (v1.4, 10 Aug 2010) identifies twenty-five needed capabilities to understand, measure and utilize the cognitive, physical and social components of Soldier, leader and small unit development and performance essential to raise, prepare and employ the Army in full spectrum operations (FSO). Eight of these capabilities (describing Global Force and Personnel Management Joint Capability Areas) relate to this ICDT's scope of work. These required capabilities improve the Army's ability to man the force with the right Soldier, at the right time, with the right skills, to the right unit.

d. Synchronizing the arrival of Soldiers earlier in the Reset and Ready/Train cycles improves the ability for individual Soldiers, crews and units to train the required FSO Mission Essential Task List tasks.

4. REFERENCES:

a. CJCSI 3170.01G, Joint Capabilities Integration and Development System, 1 Mar 2009.

b. AR 71-9, Warfighting Capabilities Determination, Materiel Requirements, 28 DEC 2009.

c. AR 25-1, Army Knowledge Management and Information Technology Management, 4 DEC 2008.

d. TRADOC Capability-Based Assessment (CBA) Guide, Version 3.1, 10 MAY 2010

e. TRADOC Regulation 71-20, Concept Development, Experimentation, and Requirements Determination, 4 FEB 2010.

f. Department of the Army Memorandum, Army Knowledge Guidance Memorandum Number 1, 8 Aug 2001.

g. TRADOC Pamphlet 525-3-7-01, The U.S. Army Study of the Human Dimension In The Future 2015-2024, 1 April 2008

h. TRADOC Pamphlet 525-3-7, The U.S. Army Concept For The Human Dimension In Full Spectrum Operations – 2015-2024, 11 June 2008.

i. TRADOC Initial Capabilities Document (ICD) U.S. Army Human Dimension, DRAFT Version 1.4, 10 August 2010.

j. Center for Accessions Research U.S. Army Accessions Command, *Army Force Generation (ARFORGEN) and Human Resource Lifecycle Analytical and Operational Effectiveness Data Availability Roadmap* (DRAFT), by Battelle/Dynamics Research Corporation, Contract No. W911NF-07-D-0001TCN 08-153, 17 December 2008

k. Joint Chiefs of Staff, Global Force Management Data Initiative (GFM DI), Concept of Operations (CONOPS), 16 April 2007

l. Joint Chiefs of Staff, Capability Development Document (CDD) For Global Force Management Data Initiative, 20 August 2007

5. PURPOSE. The HCE Data Management, Integration, and Synchronization ICDT will:

- Prepare a concept of operations describing the concept for manning the future Army, within an ARFORGEN construct. The concept of operations focuses on the life-cycle functions of Structure, Acquire, Distribute, Develop , and Deploy which support individual and unit requirements.

- Prepare a data management, integration, and synchronization Capabilities-Based Assessment (CBA) which will identify and document current and required capabilities needed to man the future force within an ARFORGEN construct.

- Prepare a data management, integration, and synchronization ICD; and, as directed a DOTmLPF Change Recommendation (DCR).

6. SCOPE. The ICDT will identify the required capabilities, assess gaps, and develop solutions synchronizing the HCE data components required to recruit, train, promote, and assign personnel in ARFORGEN and other Army active, Army Reserve and Army National Guard units. The desired end state is a CBA, ICD, and, if required a DCR that:

a. Analyzes the impacts of force structure, inventory, and policy changes before decisions are made.

b. Identifies solutions to track current and future Soldiers in the accessions process queue.

c. Tracks how the HCE synchronizes Professional Military Education (PME) to support ARFORGEN manning requirements.

c. Predicts future personnel shortfalls in the operating and generating force and conducts personnel fill trade-off analysis.

d. Tracks how the HCE is providing Soldiers to Army units while meeting ARFORGEN unit fill requirements and displays how units are built over their lifecycle.

e. Provides senior Army leaders with a real-time, automated and integrated common operating picture of the assignment flow to Army units.

f. Handles forecasted and unforecasted personnel requirements.

g. Identifies choke points related to future demand (unit requirements), training base constraints, and the projected assignment pipeline.

7. AUTHORITY. The **USAAC G2/9** chairs and maintains overall accountability for operating the ICDT.

8. HCE Data Management, Integration, and Synchronization ICDT:

a. Mission: To provide DOTLMPF solution approaches which furnish members of the HCE with integration and synchronization capabilities needed to structure, acquire, distribute, develop and deploy personnel to Army active and Reserve components within an ARFORGEN construct.

b. Scope of Responsibilities: The ICDT will:

(1) Conduct a CBA of the structure, acquire, distribute, develop, deploy data components of the personnel development system life cycle management functions IAW the schedule in paragraph 8. c.

(2) Document the results in an ICD and DCR used to support Program Objective Memorandum (POM) efforts for future resources.

(3) Leverage the Human Dimension ICD, IAW paragraph 4. i, as a knowledge opportunity to inform this effort.

(4) Identify existing and proposed HCE support tools/models, their capabilities, linkages and system architecture, pertinent enterprise task/condition/standards, and, PME requirements.

(5) Synchronize efforts of the ICDT functional proponents, combat developers, systems developers, materiel developers, and the functional community.

c. Deliverables: The ICDT, under direction of the **USAAC G2/9** chair, will accomplish its deliverables in sequential phases:

(1) Phase I – Prepare to Conduct CBA:
(Concludes on or about 17 SEP 2010)

- Obtain Director, ARCIC approval to conduct the CBA
- Obtain CBA ICDT Charter approval
- Develop CBA Study Plan, Analysis Plan, and Data Management Plan
- Develop and publish CBA schedule and conduct ICDT kickoff meeting
- Conduct a literature search to identify knowledge opportunities to inform the CBA process.

(2) Phase II – Conduct Functional Area Analysis (FAA):
(Concludes on or about 6 DEC 2010)

- Document Data Management, Integration, and Synchronization required capabilities
- Document enabling supporting tasks
- Document conditions for each task
- Analyze, evaluate and incorporate relevant Army Architecture Framework
- Document standards for each task/condition combination forming objective metrics for the required capabilities
- Prepare final FAA report and obtain the ICDT Chair approval

(3) Phase III – Conduct Functional Needs Analysis (FNA):
(Concludes on or about 16 FEB 2011)

- Identify current and programmed solutions to the required capabilities
- Establish gaps between required performance and current capabilities
- Identify risks of not addressing gaps and prioritize resulting gaps
- Identify gaps sufficiently important to address in follow-on FSA

- Prepare FNA report for review by USAAC and Director, ARCIC
- Staff FNA report
- Obtain Director, ARCIC approval and distribute to stakeholders

(4) Phase IV – Conduct Functional Solution Analysis (FSA):
(Concludes on or about 16 MAR 2011)

- Identify ideas for non-materiel approaches analysis and develop list of solutions
- Identify ideas for materiel approaches analysis and document solutions
- Conduct DOTMLPF recommended solution analysis
- Prepare FSA final report package and draft FSA report memorandum
- Staff FSA final report and fwd to USAAC for submission to ARCIC Gatekeeper.

(5) Phase V – FSA Approval/Prepare ICD and DCR
(Concludes On or About 15 MAY 2011)

- Revise FSA with COR input
- FSA to ARCIC Gatekeeper
- Write CBA Brief
- Staff CBA Brief
- Draft CBA Brief
- Write ICD/DCR
- Staff ICD/DCR
- Revise & Submit CBA Final Report
- Ensure CBA final report is submitted to Defense Technical Information Center (DTIC).

(6) The IDCT with the approval of the **USAAAC G2/G9** may establish and complete additional phases/efforts.

9. MEMBERSHIP:

a. The HCE Data Management, Integration, and Synchronization ICDT membership will consist of a core group that has the responsibility for developing and coordinating the deliverables, working the resolution of issues, and submission of necessary inputs to build the deliverables for approval. Proponents and agencies must empower their core group members in order to actively participate in the ICDT, provide advice and Subject Matter Expert (SME) input, identify issues, and represent their proponent concerning any issues, opportunities, or taskings. Proponents will formally appoint core members and the ICDT will provide core members with full voting authority. Depending on the issues under review, there may be occasion to extend the membership on a temporary basis to obtain specialized expertise to provide input to the products and assist in resolving these issues. The extended membership may provide experimental, analytical, operational, and technological advice and support to the dedicated core team. Extended members are not voting members.

b. All members will review the ICDT products to identify and resolve potential issues from their respective functional areas and SME experience. Unresolved issues constitute non-concurrence by the ICDT. The ICDT chair will resolve all issues.

c. Core Group (Voting Members):

(1) ASA M&RA

(2) OBT

(3) HQDA
- HQDA G1 DAPE-PRS
- HQDA G3/5/7 GFM DAMO-SSG
- HQDA G-3/5 EMDS PMO, DAMO-FMF
- HQDA G6 (Data Mgt Architecture/Structure)

(4) TRADOC
- TRADOC DCG/CoS
- TRADOC TOMA
- TRADOC G3/5/7
- TRADOC G3/5
- TRADOC G5
- TRADOC IMT
- TRADOC ARCIC
- TRADOC CAC

(5) FORSCOM
- G1
- G3 ACD

(6) USAAC
- G1
- G2/9 -- Senior Representative, Chair
- G3
- G5
- G6
- G7
- DOAC

(7) USAREC
- G2
- G3
- G5

(8) U.S. Army Cadet Command (USACC)

(9) USMA

(10) HRC
- DCSOPS
- EPMD
- OPMD
- PISD

(11) ARNG
- NGB
- NGB-ARR

(12) USAR
- USAR HCE
- USAR OCAR G3 FWD

d. Non-voting Members:

(1) ATEC, Fort Knox TECO

(2) PEO, Enterprise Information Systems

(3) TRAC

(4) AMSO

(5 SME's, Facilitator, Others as Appropriate

10. DUTIES:

a. The ICDT Senior Representative/Chair:

(1) Chairs the HCE Data Management, Integration, and Synchronization ICDT.

(2) Overall responsible for CBA development actions.

(3) Identifies deliverable inputs and tasks. Develops suspense timelines to ICDT functional area members for timely incorporation into CBA deliverable products.

(4) Sets and approves the agenda and conducts the meetings.

(5) Appoints the ICDT facilitator.

b. Facilitator:

(1) Will provide a recorder for each meeting. The recorder will disseminate the agenda in advance of each meeting. The recorder will provide minutes of each meeting to each of the voting and non-voting members.

(2) Develop and maintain an electronic voting method for fast tracking issues that cannot wait until the next meeting.

(3) Establish an AKO account for posting and coordinating ICDT information and work requirements.

(4) Prepares documentation required for ICDT meetings and coordinates presentations before approving official(s).

c. Members:

(1) Represent their respective HCE functional area and provide required/ requested information and products to the ICDT chair to assure completion of all deliverable suspense timelines.

(2) Will provide advice and subject matter expertise to the ICDT; and will assess, analyze and evaluate ICDT products and recommendations for SME accuracy.

(3) In the event that a voting member cannot participate in a meeting, they will designate an authorized representative to attend to speak and vote for the principal.

11. PROCEDURES:

a. A minimum of seven voting members are required for a vote. The ICDT Chair will cast a tie-breaking vote if necessary.

b. The ICDT Chair will determine requirements for a standard briefing format.

12. FREQUENCY. The ICDT will meet monthly or as directed by the chair.

13. AGENDA. The ICDT Facilitator will prepare the agenda for each meeting and provide it to the membership no later than two days prior to the meeting via email. The Facilitator will maintain an HCE Data Management, Integration, and Synchronization ICDT file cabinet on AKO to facilitate workflow, information passing and CBA deliverable development. Any member of the ICTD can submit topics and attachments for inclusion to the agenda. The Chair will task the ICDT to provide information briefings, status reports, and agency positions for review by other ICDT members

14. MINUTES. The recorder will:

a. prepare the ICDT meeting minutes that define the members attending, topics discussed, decisions, and taskings assigned,

b. post the minutes on the HCE Data Management, Integration, and Synchronization ICDT AKO site no later than one week after the meeting, and

c. will notify members by e-mail message that the minutes are available at the ICDT AKO portal site.

15. DURATION. This charter is in effect for two years. It will be revised as appropriate.

Gap ID #	Gap type & time-frame[1]	Gap Priority (reflects operational risk)	Materiel[2] or non-Materiel Approach	Attributes	METRICS				Priority of Approach	Impact on Gap
					Technical Risk 3: Low 2: Medium 1: High	Supportability 3: Low 2: Moderate 1: High	Feasibility 3: Likely 2: Somewhat Likely 1: Unlikely	DOTMLPF Implications 6 or More: Low 3 to 5: Medium 3 or Less: High		3: Major 2: Moderate 1: Minimal
			Materiel Evolutionary: Embed redesigned Army personnel management system into TRADOC"s Army Concept Development and Experimentation Program (ACDEP) to conduct Enterprise M&S efforts to ascertain better understanding of force-wide personnel impacts on ARFORGEN requirements.		Medium (2)	Moderate (2)	Somewhat Likely (2)	Medium (3)	12	Major (3)

Appendix G -- CBA Summary Worksheet

Gap #	1	Gap Priority	1

*Recommendation (to address gap)	Rationale	High Value Solutions	Interdependencies	Impact on Gap
Materiel Transformational: -- Design, implement and field leader CCIRR/Decision Support System factors, measures and algorithms which draw data from the objective Personnel Life-Cycle management System to better inform leader queries regarding unit/Personnel ARFORGEN readiness.	Senior leaders require near real-time SA/SU information of their force development and deployment decisions to appropriately apply risk mitigation factors. Tools are needed to manage, filter, and analyze the aggregation of data and information from the myriad sources available to: 1) reduce the complexity of the information; 2) develop a clearer understanding of the HCE status, 3) impacts on unit readiness and effects impacting the Enterprise's ability to execute decision maker directions; and 4) identify other factors in the operational environment, and provide useful, timely information to commanders for appropriate decision making. 5) Information overload at the senior leader-level must be reduced.	**X**		Major
Materiel Transformational: -- Manage content/ Develop/Build user-defined personnel lifecycle function module applications; functional within the standard info exchange format and network protocols.		**X**		Major
Materiel Evolutionary: -- Implement the Army Common Operating Environment (ACOE) network and DoD GFMDI to fully support military Net-Centric operations across only one network transport layer.		**X**		Major
Materiel Transformational: -- Manage content/ Develop/Build user-defined personnel lifecycle function module applications; functional within the standard info exchange format and network protocols.		**X**		Major

Organizational: Establish a single organization (i.e. TCM, CDID, etc.) to support the development and validation of appropriate tools; begin by leveraging PM EIS products as appropriate for all leader training programs.	Current personnel environment is too diverse and falls under too many different agencies and chains-of-command to be either effective or efficient. As a result, HR functionalities have no Army-designated proponent responsible for life-cycle functions or adequate Enterprise policy decisions.	**X**		Major
Policy: Establish an HCE R&D/S&T Enhancement POM line with a minimum resource level to support both critical investigatory efforts and the HCE program coordination overhead. For example, the POM funding could support DMIS assessment research or conduct focused or longitudinal experiments supporting cognitive enhancements enabling critical and creative program efforts.	The Army's most critical resource, Personnel, has neither a dedicated proponent nor an established POM line from which to conduct personnel research, assessment, M&S, policy impact studies or needed creative program efforts. As a result force-wide policy/program decisions are not well analyzed before implementation and may inadvertently negatively impact personnel and unit readiness; and ARFORGEN actions.	**X**		Major
Training: Conduct Personnel Developer training on emerging technology, ARFORGEN procedures and teaching methods. May need a centralized capability/program to gather, translate and insert new approaches into the training of Personnelists as well as the training cadre--this might ultimately be more efficient than having each school/staff element do this independently	The Army should develop and implement leader training through rapidly reconfigurable scenarios that are portable and integrate tactical, ethical and cultural problems and incorporate the impact of an era of persistent conflict and FSO on the Army's understanding of Army values and the warrior ethos.			Minimal
Leader & Education: Leverage the Army Leader Development Strategy in order to develop leader education and facilitate a shift from relying on rank/authority alone; to focus on additional skills (situational awareness for effective leader influence).	The Army must develop and implement leader development education that integrates tactical, ethical and cultural problems and incorporates the impact of an era of persistent conflict and FSO on the Army's understanding of Army values and the warrior ethos. Also requires developing leader skills to develop cohesive values based units with a strong ethical climate not just role modeling			Minimal

Doctinal: Need a more rapid process for updating doctrine to include more resolution/fidelity on exactly which doctrinal components will be assessed. Lessons learned process is too slow and unresponsive to what is going on within the force, often failing to leverage and respond to ongoing operations. One personnel agency/organization needs to be accountable for implementing lessons learned. There is also an organizational challenge associated with implementing a rapid process.	Operational capabilities must be advanced to develop and implement Doctrine for knowledge management, intelligence, and an operations process to support organizational learning. Develop an enduring methodology to transfer learning across organizations.			Minimal

Gap #	2	Gap Priority	2

*Recommendation (to address gap)	Rationale	High Value Solutions	Interdependencies	Impact on Gap
Materiel IT: -- IPPS-A may cover a portion of this Gap.	As the Army is operating in an increasingly complex operating environment that will challenge individual Soldiers, their leaders, and their organizations in unprecedented ways, there is a need and desire within the US Army to improve the productivity of its personnel system. The Army will always rely on an array of capabilities developed by other Services and the larger joint community in order to achieve its conceptual goals. These materiel approaches are suggested as a basis to help senior leaders: 1) maximize the long-term efficiency of an organization will be maximized when there is a balanced emphasis on people and mission. 2) reduce personnel management problems were identified by the Army's operational objectives and personnel short falls. 3) make the human resources system more responsive and effective in establishing and re-establishing CSA manning guidance and ARFORGEN requirements. 4) increase skills and knowledge through incorporating the military assignments and pay system into an integrated yet less redundant operational archituecture.	**X**		Major
Materiel Evolutionary: -- Enhance technology of officer and enlisted personnel management systems by updating equipment and allowing for shared common data with other associated HR activities and databases.		**X**		Major
Materiel IT: -- Marine Corps Total Force System (MCTFS): The Marine Corps Total Force System (MCTFS) is the single, integrated, personnel and pay system supporting both Active Duty and Reserve components of the Marine Corps. The system also includes the capability to report certain entries to enhance personnel management for Civilians, other service personnel, retired Marines. *This may a system that can be adopted for use and reconfigured for US Army use.		**X**		Major
Organizational: Establish a single assignments flow for officers and enlisted respectively to track and fill Soldiers into and out of the ARFORGEN cycle.	As organizations change so must the personnel system tasked to staff them. The cyclical process of ARFORGEN will function more efficiently and better the match soldier and leader quality assignments process of Operational Force and Generating Force personnel as they rotate.	**X**		Major

Training: When career managers have more requisitions than available Soldiers problems emerge that conflict with priority fill requests, e.g. trained to the awareness of knowing that the requisition prioritization must be flexible enough to adjust as deployment timelines or requisitions change.	The Army must be willing and able to embrace emerging technologies to provide a tactical or operational edge. The targeting model provides a structured and analytical means to more effetively allocate exisiting and predicted Soldier inventory to meet specific needs of the Army. Based on changing inputs assignments personnel must be able to more effectively balance their targeting distribution model to ensure requisitions and assignments properly adhere to CSA and G1 manning guidance and meet ARFORGEN requirements.	**X**		Major
Policy: Implement assignments target models (OPMD, EPMD) in accordance with CSA Manning Guidance. (Targets represent the correct level of personnel fill for each UIC by Grade and MOS based on; 1) Projected Inventory, 2) Authorizations, and 3) Manning Guidance).	Due to the changes in the OE, Soldiers serving in the future Modular Force will experience new opportunities for promotion, career development, and methods of serving the Army. The key element of these changes is the adaptations of the Army's personnel system from the management of assignments to the management of careers.			Minimal

Gap #	3	Gap Priority	3

*Recommendation (to address gap)	Rationale	High Value Solutions	Interdependencies	Impact on Gap
Modification of existing or developing software and databases to provide the required information could partially address this gap	Modifying the exsisting software can be significantly less than the cost of the other viable solutions while still providing enough gap coverage to meet leaders needs.	**X**	Development and implimentation of the IPPS-A system will significantly enhance this solution	Significantly closed
Development of a software/database solution that either merges or accesses the existing systems can address this gap.	Development of new software will alleviate some of the interface issues involved in software modification and provide a more complete solution to the capability gap.	**X**	None	Potential to completely close the gap
Changes to existing TTP's can partially address this gap. reports currently generated could be modified and their frequency increased to partially meet leadership requirements. The additional requirements to produce the reports may affect other operations carried out by units due to increase man-hour requirements.	Changes to current operating procedures will not completely close the capability gap. The added tasks will take man-hours away from current operations if additional personnel are not assigned. Adding people to the rolls may also entail and increase in facilities and equipment, driving the cost higher.		None	Partially close the gap. Further analysis with stakeholder input is required to determine the potential benefit in relation to Leader requirements.

An increase in the number of pay personnel assigned at each processing center could partially address this gap. Additional personnel could provide current periodic reports weekly instead of monthly.	The sheer number of additional people required to completely close this gap makes this		None	Partially close the gap. Further studies will be needed to determine if trades can result in an acceptable solution.
The establishment of a "reports" section, in conjunction with an increase in the number of pay personnel at each level, could provide the additional resources needed to compile the required reports. This solution could partially address this gap.	The cost associated with implementing this solution will probably be prohibitive. Used in conjunction with some of the other solutions, it may have some added value.		None	Gap closure will vary widely and is directly related to the ammount of money available. Low investment will result in negligible closure.

Gap #	4	Gap Priority	4

*Recommendation (to address gap)	Rationale	High Value Solutions	Interdependencies	Impact on Gap
Modification of existing software and databases to provide the required information could partially address this gap	Modifying the exsisting software can be significantly less than the cost of the other viable solutions while still providing enough gap coverage to meet leaders needs.	**X**	None	Significantly closed
Development of a software/database solution that either merges or accesses the existing systems can address this gap.	Development of new software will alleviate some of the interface issues involved in software modification and provide a more complete solution to the capability gap.	**X**	None	Potential to completely close the gap
Changes to existing TTP's can partially address this gap. The additional requirements to produce the reports may affect other operations carried out by units due to increase man-hour requirements.	Changes to current operating procedures will not completely close the capability gap. The added tasks will take man-hours away from current operations if additional personnel are not assigned. Adding people to the rolls may also entail and increase in facilities and equipment, driving the cost higher.		None	Partially close the gap. Further analysis with stakeholder input is required to determine the potential benefit in relation to Leader requirements.

The establishment of a "reports" section, in conjunction with an increase in the number of HR personnel, could provide the additional resources needed to compile the required reports. This solution could partially address this gap.	The cost associated with implementing this solution will probably be prohibitive. Used in conjunction with some of the other solutions, it may have some added value.		None	Gap closure will vary widely and is directly related to the ammount of money available. Low investment will result in negligible closure.

Gap #	5	Gap Priority	5	

*Recommendation (to address gap)	Rationale	High Value Solutions	Interdependencies	Impact on Gap
Materiel Evolutionary: Develop an information exchange model to provide standard formats so that each Soldier has Only One logical personnel record (regardless of Component) which will be maintained throughout the Soldier's lifecycle as a single record.	To identify requirements, the Accessions command will need to "plug in" to FORSCOM's ARFORGEN Synch Tool which provides a common demand-signal for personnel. A singular data standard format is required to effectively ensure passage of personnel/unit data across Enterprise systems. The HR community requires a similar solution to "see" the demand signal and overlay the supply signal throughout the pipeline to adjust supply to meet ARFORGEN demands.	**X**		Major
Policy: Implement the Army Common Operating Environment (ACOE) network and DoD Global Force Management Data Initiative (DoD GFMDI) efforts to establish one acceptable data standard by which all Personnel management Lifecycle functions will be performed within the Army.	The HC Enterprise should develop and implement an enabling career management IT system for all soldiers across one network path to ensure ease of operation - Army Career Tracker may be good start. This capability will likely require leadership and education solution approaches to support fielding and sustainment.	**X**		Major
Materiel Transformational: Design, implement and field separate/stand-alone Personnel Life-Cycle Modular IT applications which capably perform end-user functional applications. (Application packages must be designed based on end-user requirements and functional concerns for ease-of-use.)	Manning the force is a critical function which can only be efficient and responsive to commanders and HR leaders if database changes are made as soon as they become known. This is especially important if skills, capabilities, and special needs of units continue to change to meet operational mission needs.	**X**		Major
Policy: Develop and implement flexible policy to best address rapidly changing Army personnel requirements across multiple levels over time both within the FYDP and beyond. Policy change is needed to focus on specific unit requirements in addition to end strength and MOS health.	Accessioning officers and soldiers into needed authorizations is vital to assuring the fulfillment of missions as a strategic element of national policy; it enhances predictability; and ensures that leaders have the people necessary to perform assigned missions and tasks.			Minimal

Training: Conduct training on emerging technology and teaching methods. May need a centralized capability/program to gather, translate and insert new approaches into the training of cadre as well as the training cadre--this might ultimately be more efficient than having each school/center do this independently	Increase learning opportunities as part of the Soldier lifecycle model in a way that does not penalize the Soldier or the Personnel Developer which mayrequireTemporary Duty for Education (TDE), increased access to civilian education opportunities. System operators will require formal trainiing on adopted systems augmented by on-the-job experience.			Minimal
Training: Develop Memorandum of Agreement (MOA) for sharing of information across Enterprise agencies executing Personnel Life-Cycle functions, as well as data security policy. Update TRADOC Regulation 350-70 (and its relevant pamphlets) in order to institutionalize emerging technology and teaching methods into the personnel developer certification process.				Minimal

Gap #	6	Gap Priority	6

*Recommendation (to address gap)	Rationale	**High Value Solutions**	Interdependencies	Impact on Gap
Doctrinal: The Army needs to develop doctrinal approaches to IMT/PME course lengths that provides for flexibility and the ability to understand second and third order effects to changes in military training course length	Changes to IMT/PMEcourse length impacts almost every aspect of Human Resource Lifecycle Function. Some are obvious--deployabiltity. Some are not--ability to sustain the ARFORGEN cycle. Doctrinally the Army lacks the ability to holisitcally make decisions regarding IMT/PME course length.	**X**		High
Material--IT The Army lacks a single system that allows for holistic modeling of IMT/PME course length. It must develop crossfunctional data systems that provides decision makers with the information required to model/simulated the impact of chnages to IMT/PME Course length and to make timely decisions with a high degree of predictability.	The information required to make good decisions regarding IMT/PME course length is extremely complex and must take into account multiple variables from several distinct data sources. The current systems lack cross functionality and are not programmed to account for these variables. The current system cannot model the imacts of decisions. Therefore, decision makers lack relevant information and make poor decisions that have significant unforseen downstream affects.	**X**		High
Training: Leaders at all levels of force management need to be trained to understand how to make good decisions surrounding IMT/PME Course length and to be able to predict the downstream effects of those decisions.	Decision makers must be trained in a decision making process that accounts for all the variables impacted by IMT/PME course length. Currently we have little cross functional capability between the various HR Lifecycle Functions and problems are solved and decisions are made inside of stovepipes. The Army must train its leaders to understand the big picture and to collaborate with their counterparts.			Moderate

Leadership: Army leaders must seek to transform the mangement of human resources from the current stovepiped lifecycle functions. Leaders at Strategic and Policy decision making must push the Army to develop tools and operating methods that are cross functional and holistic in their scope.	Army Leadership needs to drive a culture of holistic problem solving and entrepreneurial thinking. The solutions to many of the IMT/PME Course length issues can be solved with nothing more than Leadership and the application of sound management skills.			Moderate
Policy: The Army must develop Human Resource management policies that are holistic, flexible, and enduring.	Current Army Policy is too focused on meeting ongoing mission requirements (ARFORGEN) and not focused on building sound operating policy that is flexible and enduring. The Army's Human Resource Community lacks cross functionality and the ability to systematically approach problem solving.			Moderate

Gap #	7	Gap Priority	7	

*Recommendation (to address gap)	Rationale	High Value Solutions	Interdependencies	Impact on Gap
Organizational: Establish TRADOC Capability Managers (TCM) office, CDID and/or S&T advisory group to provide and support a sustained, coordinated, end-to-end HCE development and implementation program.	Current personnel environment is too diverse and falls under too many different agencies and chains-of-command to be either effective or efficient. As a result, HR functionalities have no Army-designated proponent responsible for life-cycle functions or adequate Enterprise policy decisions. Establish single Human Capital organization to coordinate RDT&E, collect known data and inform all DOTMLPF-P domain stakeholders.	**X**	1; 10	Major
Doctrinal-- Develop and validate JCIDS measures, processes, and new techniques, tactics and procedures (TTP) for small scale system life-cycle management.	Small-scale, single-purpose systems, stand-alone software systems and applications have no officially described processes for acquisition and support. Typically, these fielded capabilities were developed outside of the CJCSI 3170 requirements process. No authority or resources are provided and approved to support acquisition activities such as RDT&E, production, deployment, operations sustainment, or retirement. PM support of operators and fielded systems is inconsistent and threatens reliable and continued use of capabilities. This situation has resulted in over 265(+) diverse automated systems fielded for human resource use. There is no system synchronization or long-term resource Plan of Record (POR) by which each of these systems is effectively and efficiently managed over it's lifecycle.	**X**		Major
Policy: -- Update CJCSI 3170, DoD 5000 series, and associated Army documentation to provide management guidance, POM procedures and direction (e.g., CDD, CPD) for managing and maintaining supplemental issued and fielded systems including hardware and software.				Moderate

Gap #	8	Gap Priority	8	Major

*Recommendation (to address gap)	Rationale	High Value Solutions	Interdependencies	Impact on Gap
O: Establish an automated system to track and update data on all soldiers	The Army requires the ability to rapidly identify and assess soldiers at high risk of self destructive behavior	**X**		Major
T: Institute training from inception and throughout the career of all soldiers to identify and recognize high risk behavior	Every soldier is critical to looking at their fellow soldiers in all environments and being able to request support prior to destructive behavior occuring.	**X**		Major

Gap #	9	Gap Priority	9	

*Recommendation (to address gap)	Rationale	High Value Solutions	Interdependencies	Impact on Gap
Materiel Evolutionary: -- Implement the Army Common Operating Environment (ACOE) network and DoD GFMDI to fully support military Net-Centric operations across only one network transport layer.	The Army requires the capability to track newly contracted service members family members information in real time, without redundant data collection requirements, in order to provide a Human Capital Enterprise (HCE) Common Operating Picture (COP) through end of service.	**X**		Major
D: Need a more rapid process for updating/streamlining doctrine/instructions for processing and then tracking all family member information concurrently with the service member.	Need to track family members from the signing of contracts to end of service			Minimal
O: Establish a website or upgrade DEERS to support these requirements.	Establish a website that is user friendly and simple enough that family members can become involved in to support these requirements along with their PMOs.			Minimal
T: Train both PMOs and HR and family medical specialists on how to combine these systems together.	Modify training structures for both PMOs and HR and family medical specialists on how to crossreference and track these different systems.			Moderate

Materiel Transformational: -- Design, implement and field leader CCIRR/Decision Support System factors, measures and algorithms which draw data from the objective Personnel Life-Cycle management System to better inform leader queries regarding unit/Personnel ARFORGEN readiness.	Current personnel environment is too diverse and falls under too many different agencies and chains-of-command to be either effective or efficient. As a result, HR functionalities have no Army-designated proponent responsible for life-cycle functions or adequate Enterprise policy decisions.			Minimal

Gap #	10	Gap Priority	10	

*Recommendation (to address gap)	Rationale	**High Value Solutions**	Interdependencies	Impact on Gap
Materiel Evolutionary: Develop and implement HCE Modeling and Simulation applications to explore force-wide impacts of proposed personnel policy changes prior to full policy/regulatory implementation.	Develop and implement a modeling capability to simulate proposed regulatory/policy changes during an environment (CONOPS) of perpetual conflict and ARFORGEN activities. Leadership decision making actions may be assessed for force-wide impacts prior to becoming effective.. Some solutions are not available in 2010, but will be by 2024. This capability will likely require training, policy, and leadership and education solution approaches to support fielding and sustainment.	**X**		Major
Materiel Evolutionary: Embed redesigned Army personnel management system into TRADOC"s Army Concept Development and Experimentation Program (ACDEP) to conduct Enterprise M&S efforts to ascertain better understanding of force-wide personnel impacts on ARFORGEN requirements.	The Army requires the capability to automate and synchronize mission development with proposed Policy changes, recruiting, training and distribution functions to determine overall impacts on ARFORGEN processes.	**X**		Major
Organizational: Establish a single organization with the capacity to conduct and validate the comprehensive personnel Life-Cycle Functions for the Army. Creation of this single HRCOE organization should also include establishment of CDID/TCM functions, development and validation of appropriate IT tools, RDT&E coordination, and collecting known/emerging data to inform all DOTMLPF-P domain stakeholders.	Current personnel environment is too diverse and falls under too many different agencies and chains-of-command to be either effective or efficient. As a result, HR functionalities have no Army-designated proponent responsible for life-cycle functions or adequate Enterprise policy decisions.	**X**		Major

Policy: Develop and implement a comprehensive revision of Policy to integrate S&T, future Human Capital Management, Human Capital Strategy (HCS), and ARFORGEN, to develop Soldiers through programmed assignments, military and civilian education synchronized with ARFORGEN requirements. HRC, Department of the Army Level G-1 (DA G-1), FORSCOM and TRADOC all participate and each has individual responsibilities/authorities vice an integrated solution -- It is a policy issue to organize and reduce the number of "actors" in charge of stove piped elements of the solution. Realignment of organizational functions should be considered.	Develop and implement a predictive scenario which accurately replicates all aspects of FSO under differ personnel policies (enacted and proposed). Requires more agile training development to better incorporate lessons learned.	**X**		Major
Leader & Education: Conduct R&D to identify the critical factors in LVC training in complex/stressful situations which lead to enhanced competence.	The Army Professional Military Education (PME) and Civilian Education System (CES) requires multiple delivery mechanisms and design changes that provide flexibility and balance between operational demands based on ARFORGEN, institutional requirements for technical and tactical expertise, and an Army career professional / learner needs.	**X**		Major
Policy: Develop and implement transparent assignment policies based on results of assessment and articulation of criteria for each MOS/job. Would require changes to assignment policy as well as a system to monitor how the assignment approach is working and what changes/improvements are needed.	HR providers must take ownership of data they control to eliminate or reduce errors that affect manning the force functions.			Moderate

Policy: Change policy for assignment and promotion providing flexible gates and timelines which support ARFORGEN unit-building timelines. HC Management requires significant revision of policy on personnel recruitment, assignment, development, promotion, pay etc.	An expeditionary ARFORGEN- based force setting policy must set the conditions for the Army to provide a structured and analytical means to more effectively allocate existing and predicted service member inventory to meet the specific unit/MOS/grade/time combination requirements of the Army.			Moderate
Doctrinal: Develop and implement Doctrine for knowledge management, personnel life-cycle functions, and an operations process to support organizational learning. Develop an enduring methodology to rapidly transfer learning across organizations.	The Army must manage the Personnel Development System to ensure timely and applicable policy/guidance are applied to the Force and to determine effects of proposed changes to personnel flow			Moderate